

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

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### **Section 1 Introduction**

As a leading financial center in the Asia Pacific region, Hong Kong is marked by a large pool of skilled expertise, sound regulatory and business environment and advanced business infrastructure. However, the prominent status of Hong Kong is not devoid of dispute, there are many competitors, such as Shanghai and Singapore, who consistently challenge its leading position in the Asian financial market. In order to stay ahead in the contest, actions should be taken to strengthen the competitive edge of Hong Kong.

### **Background of Banking Industry**

To preserve the superiority, banking industry which is the core indicator of a city's status as an international financial center, is at the center of attention. Banking industry has been a key component in Hong Kong economy, its wax and wane is closely tied to the development and prosperity of the city. For example, in 2004, the value-added of the industry is \$100.5 billion, which is equivalent to 8.0% of the GDP at factor cost<sup>1</sup>. Meanwhile, in Sep 2006, the banking industry employed 81,619 people<sup>2</sup>. These signify the importance of the industry to Hong Kong economy.

[http://www.censtatd.gov.hk/hong\\_kong\\_statistics/statistical\\_tables/index.jsp?subjectID=12&tableID=188](http://www.censtatd.gov.hk/hong_kong_statistics/statistical_tables/index.jsp?subjectID=12&tableID=188)

The industry is under the supervision of the Hong Kong Monetary Authority (HKMA) and is governed by the Banking Ordinance and other legislations. Currently, the banking system adopts a three-tier classification in which authorized institutions (AIs) are divided into Licensed Banks (LBs), Restricted Licensed Banks (RLBs) and Deposit-taking Companies (DTCs). Apart from the above three, foreign and mainland banks maintain their presence through setting up local representative offices. The distinctions among the different types of bank mainly lie in the different types of deposit services that they are allowed to offer. According to a survey conducted by the Census and Statistics Department, there are 200 AIs in Hong Kong as in May 2007.

The banking industry of Hong Kong has splendid record in the arena of international financial market. According to the Hong Kong Industry Profiles provided by Hong

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<sup>1</sup> Hong Kong Monthly Digest of Statistics, Feature Article "The Banking Industry in Hong Kong, Census and Statistic Department, 2006.

<sup>2</sup> Quarterly Report of Employment, Vacancies & Payroll Statistics, Census & Statistics Department, 2006.

Kong Trade and Development Council, the banking center is the 3<sup>rd</sup> largest in Asia (in terms of external transactions). The banking sector is also the 2<sup>nd</sup> largest loan syndication center in Asia Regions and the 6<sup>th</sup> largest foreign exchange center in the world.

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

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

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

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

The EMB has assisted different industries to set up their Industry Training Advisory Committees (ITAC). ITAC plays the advisory role on manpower development through offering advice to the government and industries. In order to realize the above mission, ITAC is responsible to develop, maintain and update SCS and develop a mechanism

on Recognition of Prior Learning. Banking industry has also set up its ITAC which consists of representatives from employers, employees and relevant professional bodies.

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

- Retail Banking
- Commercial and Corporate Banking
- Asset Management and Private Banking
- Investment Banking
- Treasury

As an initial step, a qualifications framework for the retail banking sector will be constructed. Retail banking is chosen as the pilot because it is the largest segment in the industry with the highest number of workers employed. As a result, it can be reasonably assumed that the future challenges and thrusts faced by the retail banking sector should be able to represent the industry-wide development to a substantial degree.

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

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

## PEST Scan Framework

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

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

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

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

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

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

## Section 2 PEST Scan

### (A) Political Factors

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

##### (i) Global Trend

A surge of consolidation activities in the banking industry can be witnessed in the recent years. Moreover, globalization is taking place at a high velocity due to the growing popularity of off-shoring and the pressing need to expand into new markets. The rapid expansion and the increasing competition lead to the proliferation of products and services which largely increase the sophistication of the banking activities. The rapid expansion signifies the need for higher transparency of bank activities and closer supervision from different regulatory bodies. As a result, it can be foreseen that more stringent regulations will be imposed to ensure the transparency in financial reports and to prevent accounting scandals such as the case of Enron in the 2001. For example, US passed the federal law – Sarbanes-Oxley Act of 2002 to enhance the standard of auditing and company disclosures in financial reporting. Similar regulations have been launched in other countries such as Canada and Japan. Basel II is another example illustrating the increasing supervisory control and disclosure requirements imposed on banks. Basel Committee on Banking Supervision issued the Basel II which recommends a set of regulations to govern the quality and adequacy of capital. It is an action to further consolidate the stability and safety of the international banking system through the adoption of more advanced and risk-sensitive management practices.

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

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

## **(ii) Local Development**

To synchronize with the global trend, the Hong Kong SAR government has decided to adopt Basel II in 2007 from January. To allow banks to have a greater control over the implementation cost, the current framework advanced by HKMA offers a wide range of calculation methods for credit risk, market risk and operational risk to choose from. By adopting the latest practice regarding risk management, banks can better identify credit quality of different borrowers and can structure the pricing accordingly. Meanwhile, in order to maintain the status as a global business and financial center, continuous amendment and upgrade in regulations related to listing, financial reporting and company ordinance etc. will be introduced in order to meet with the market changes and challenges.

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

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

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

- In order to fulfill the compliance requirement, banks may require installation of new IT infrastructures which may entail large sum of capital. In order to reduce the cost, banks have to think of ways to spread the investment enterprise-wide.
- Regulatory requirements increase bank's awareness of the different risks run by them and become more cautious when managing their assets. On the other hand, they have to be cautious of losing business if they are over risk avoidant.
- Due to the increasing business transaction with mainland individuals / institutions, besides knowledge in local legal system, banks also have to familiarize with the mainland legislative environment.

## **Corporate Social Responsibility**

### **(i) Global Trend**

In the recent decades, the role of enterprise in the society is under the spotlight of public attention. The concept of Corporate Social Responsibility (CSR) is catching on big; advocates of CSR propound that besides statutory obligation, a company should also commit itself to the interests of different stakeholders such as customers, employees, communities and so on. In the past, financial factor may be the sole concern of some enterprises when they are making business decision. However, nowadays, an enterprise has to pay attention to the possible long term consequences of their action on environmental, ethical and cultural issues etc.

On the other hand, when customers are becoming more vocal and media is growing to be more influential, public relationship management emerges as one of the most strenuous tasks to handle. Large scale sentiment and unwanted publicity will cost banks reputation and customers. In order not to create any unnecessary predicament, banks will try their best to avoid provoking any group by being tactful and diplomatic in handling the execution and dissemination of their initiatives.

### **(ii) Local Development**

Hong Kong shares the same challenge in public relationship management. Not only are Hong Kong citizens vocal, but they are also highly aware of their rights to voice out their opinions and to protect their interests. The vociferous and widespread arguments expressed in the incidents of counterfeit bank note, branch closure and operating hour amendment are illustrative examples of the potency of public opinions. Moreover, in the context of Hong Kong, media plays a decisive role in social event, their reporting is crucial in shaping public opinions.

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

- The media and different stakeholders will become more powerful and will continue to exert pressure on bank's decision. Managing the relationships with different stakeholders and building up a positive corporate image will become a challenge to banks.

## **(B) Economic Factors**

### ***The Change in Competition Landscape***

#### **(i) Global Trend**

In order to spread the reach in different markets, large banks engage in a wave of acquisitions activities which results in the decreasing number of mid-tier bank players available in the market. For example, in US, the 10 largest commercial banks in the country own 49% of the total banking assets, as opposed to 29% a decade ago<sup>3</sup>.

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

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

#### **(ii) Local Development**

In Hong Kong, banks of smaller scale are facing the threat of being weeded out. In the recent years, the pace of development in banking products and services is astonishingly fast, which make some banks incapable of catching up as they do not have enough resources to be put on R&D. While international banks can spread the huge R&D cost globally, small banks cannot enjoy the economies of scale. Therefore, small banks keep losing customer as they do not have comparable products and services. Meanwhile, new entrants of the markets, especially Chinese banks, may want to use acquisition as a means to consolidate their business in Hong Kong. Mergers and acquisitions activities have remained active throughout the past decade. In the long run, it is expected that shares of the banking market will become more concentrated in the hands of a few major players. In 2006, the top six banks in Hong Kong own 47.4% of the total banking assets<sup>4</sup>, which is similar to the percentage in US.

Besides the decreasing number of banks, products and services provided by banks may become more specialized in the future. Competition among banks will diminish

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<sup>3</sup> Global Banking Industry Outlook: Issue on the Horizon 2007, Deloitte, 2007.

<sup>4</sup> 香港國際金融中心回顧與展望，中國銀行(香港)有限公司--發展規劃部，2007。

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

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

- Competition will become more intensive in the future. M&A will continue and smaller banks face the risk of being weeded out.
- To stand out, differentiation emerges as the key operating strategies. Banks in the future can specialize in the most profitable components and distribute non-core business to external specialist

### ***The Growth in Asia Pacific Regions***

#### **(i) Global Trend**

In the near future, Asian markets are expected to be the major engines to fuel the global development. Economic growth in the Asia Pacific regions represent an attractive slice in the global banking industry which has put forward inestimable business opportunities. For instance, the saving rate in Asia (as a % of GDP) is substantially higher than most North American or European countries<sup>5</sup>. A report by Deloitte<sup>6</sup> revealed that the level of personal saving in China and India is growing drastically with a rate for 83% and 141% from 2000 to 2005 respectively. In a similar vein, the report also claimed that there was a remarkable increase in the number of bankable households from 260 million in 2000 to 440 million in 2005 in the Asia Pacific regions.

In short, capital has been moving away from North America and Europe to the new emerging markets in Asia and Latin America. Despite the buoyant outlook, worries loom out as these markets may not have the necessary infrastructure or conditions to support the influx of capital.

#### **(ii) Local Development**

When talking about the impact of the growth in Asia Pacific regions, issues related to mainland development are imperative to Hong Kong. When China entered into the World Trade Organization (WTO) in 2001, it committed to open its market to foreign

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<sup>5</sup> The Economist, International Monetary Fund

<sup>6</sup> The Engine of Growth: Retail Banking Customers Drive the Future of Financial Services in Asia, Deloitte Touche Tohmatsu, 2006

banks in the year of 2007. This brings a wave of challenges and opportunities to the Hong Kong banking industry. Pessimistic views posit that the growth of some Mainland cities may divert financial activities which are taking place in Hong Kong now to other parts of China. On the other hand, the growing economy of China definitely has brought salubrious influence to Hong Kong. For instance, as the gateway to China, Hong Kong is acting as a financial hub which channel foreign investment into the mainland. Likewise, alongside with the liberalization of China's market, foreign enterprises who intend to enter China will demand more professional services from Hong Kong. With the open up of RMB business, Hong Kong may emerge as an RMB offshore center in the future.

Moreover, Hong Kong also provides a platform for capital raising and risk management for mainland. The implementation of the Qualified Domestic Institutional Investor (QDII) scheme is particularly important to Hong Kong as the relaxed capital control brings in vast demands for financial services. To channel the huge amount of savings accumulated into high return investment is the major challenge faced by Hong Kong financial industry. Moreover, Hong Kong serves as an important capital raising channel for mainland enterprises; not only does this brings vast amount of savings into the banking system, it has also stimulated business in other financial functions such as asset management, underwriting and stock transactions etc.

Besides contributing to the boom of financial activities in Hong Kong, the open door policy of China also gives rise to a completely new line of business opportunities when banks in Hong Kong set up branches and start business in the mainland. The vast market in China definitely provides innumerable business volume; nevertheless, how to manage cross boarder business will prove to be a complicated issue to tackle.

In conclusion, endowed with a sound and stable legislation system and outstanding banking expertise, Hong Kong can secure its leading position as a financial intermediary between China and the rest of the world and hence to facilitate the flow of capital into China and sustain the rapid rate of economic growth. Moreover, the close link with China and the world class standards in financial practice set Hong Kong apart from other competitors and give it an edge in capitalizing the business opportunities brought by the prosperous market. Gradually, Hong Kong will transform into a financial hub for raising capital and asset management center for the Mainland.

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

- The opening of Mainland's financial market will bring a lot of challenges and

opportunities to Hong Kong. An increasing portion of bank's business is coming from China market or derived from the business activities related to China. However, instead of generating interest income by offering traditional banking products such as loans and mortgage, Hong Kong may develop into a wealth management center for mainlanders and financial gateway for foreign investment into China.

- While increasing resources are invested in the China market, management of the cross border business is a critical issue which calls for attention.

### ***Other Local Development***

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

Under the Interest Rate Rules (IRR) deregulation in July 2001, banks were granted autonomy to determine the interest rates offered to depositors. The interest rate liberalization opens up a new line of competition in the deposit market in which different banks adopt different rates in their pricing model. For example, in May 2007, there are two best lending rates at either 7.75% or 8.00%. This also led to the decline of net interest margin for retail banks over the last several years. Furthermore, after the open up of China market, lending business is facing competition with banks in the mainland, especially when entrepreneurs plan to set up their plants and factories in China, they may tend to secure loan from local banks there as they can enjoy a lower cost of capital investment when the RMB lending interest rate is lower than that of HKD.

With this backdrop, the business focus of retail banking gradually moves from lending to selling of financial products and wealth management. The proliferation of financial products such as trust fund, insurance, derivatives etc. is transforming the industry into a "financial supermarket" with an assortment of products and services. It can be projected that the number of derivatives and debenture products will continue to grow.

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

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

As a mean to enhance the capacity, banks adopt a series of cost-reduction initiatives. The trend of off-shoring which involve moving processes to lower-cost locations will

become a main strategy to improve efficiency on one hand and enhance the quality on the other. It is anticipated that supporting functions, such as IT and audit, will relocate to areas where costs are lower. Moreover, sales and marketing staff will become the major component of workforce in the future banking industry.

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

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

- Hong Kong is moving towards a fund management center which provides world class asset management services, retail products and other banking related products. This can help attract mainlanders to invest as Hong Kong is having a more sophisticated market with much greater variety of product choices than the Mainland.
- Supporting functions, such as IT, and audit may continue to migrate to China, India or other locations where banks can enjoy a pool of skillful labor at lower operational costs.
- For the sake of building up competitive edge and attracting profitable customers, banks will have a greater demand of talents for different job functions and find

ways to retain them.

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

## (C) Social Factors

### ***Changes in Customer Profile***

#### **(i) Global Trend**

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

The major changes of the customer profile outlined in a report compiled by IBM<sup>7</sup> are:

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

On the other hand, average income will be spurred up by globalization in the next 25 years with the central role goes to those developing countries. It is predicted that the global economy may expand from \$35 trillion in 2005 to \$72 trillion in 2030<sup>8</sup>. In a similar vein, it is speculated that the number of middle-class consumers will reach 250 million in 2010<sup>9</sup>. The above evidence suggests that banks will face a group of more affluent customers in the future.

On top of the above changes, the rapid growth of information technology has also bring in some major changes to the landscape, customer now can access the information about the products and services offered by different banks in a convenient and speedy manner. As comparison between suppliers or brands is much easier, it is expected that customers will become more demanding in a sense that they are more price-sensitive and less loyal. However, it does not imply that customer loyalty has become an obsolete concept; surveys consistently revealed that majority of clients

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<sup>7</sup> The Paradox of Banking 2015: Achieving more by Doing Less, IBM Institute for Business Value, 2005

<sup>8</sup> Global Economic Prospects: Managing the Next Wave of Globalization, The World Bank, 2007.

<sup>9</sup> Global Banking Industry Outlook: Issue on the Horizon 2007, Deloitte, 2007

would prefer to employ a single bank if it can meet all their financial needs<sup>10</sup>. As a result, banks are facing greater pressure to build up long term relationship with clients.

### **(ii) Local Development**

According to the Census and Statistic Department, by 2031, the total population in Hong Kong will reach 8.72 million while growing steadily at a rate of 0.9% each year. Moreover, 93% of the population growth is resulting from immigration. Banks need to keep an eye on the trend in demographic variables and come up with products and services that meet the needs of the changing population. In the coming years, one of the major trends that will affect the financial needs is the phenomenon of aging population. Aging will continue to be a conspicuous concern, 24% of the total population will be aged 65 or above in 2031 as compared with 11% in 2001. The median of age will be increased from 37 in 2001 to 46 in 2031. Another tendency is that the gender ratio (males per 1000 females) will show a decrease from 956 in 2001 to 771 in 2031.

Another notable trend is that the proportion of mainland customers will increase continuously. The increasing number of visitors from China will bring in many non-local customers who possess unique characteristics and different financial needs. Therefore, in the future, mainlanders will become an important client segment and banks may need to customize their services to this particular group.

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

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

- The increasingly resourceful and demanding customers will be more powerful and have a higher bargaining power in the future bank-client relationships. It can be foreseen that their demand for products and services will become more diverse, value-oriented and eclectic.
- Mainland residents will share a larger proportion of the customer base of the

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<sup>10</sup> World Retail Banking Report, Capgemini, 2005.

banks in Hong Kong.

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

#### **(i) Global Trend**

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

#### **(ii) Local Development**

Under the economic restructuring, Hong Kong is moving towards a high value-added production and a knowledge-based economy, for instance, as revealed by the 2007-08 HKSAR Government budget, services industries account for 91% of the current GDP and the trend of moving towards higher-end service jobs will continue. Moreover, financial services sector is expected to be a booming segment in the coming years. Its share of GDP has increased from 11% in 2001 to 16% in 2006 as stated by the Census and Statistic Department.

As a major segment in the financial sector, banks will demand for more highly educated workers in the future, therefore, relatively lower-educated workers are being culled from the labor market. In contrast, expertise from other countries, such as Mainland, will be attracted to come to Hong Kong. The keen competition and optimistic business environment make talent retention a critical concern of banks. The turnover rate of high performers is growing as there is an insufficient supply of talents in the market.

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

- Banks are now, and will be continuously facing the challenge of attracting and retaining talents. Ageing problem coupled with increasing competition in the financial industry may lead to shortage of qualified workers. On the flip side, the increased mobility means banks can find workers from different parts of the world. This fuels the new way of competition of available workers.

## **(D) Technological Factors**

### ***Development of Service Delivery Platform***

#### **(i) Global Trend**

The rapid development and extensive use of internet lead to the expansion of communication networks, which are supported by broadband and wireless technologies via a faster, more affordable, and more pervasive connection. Consequently, there is a growth of increasing number of internet users which lead to the burgeoning of internet banking. Riding on this trend, it is speculated that radical changes will be introduced to the payment mechanism in the imminent future; customer in the coming days can utilize mobile phones or pre-paid cards to carry out different transactions including cross-border remittances<sup>11</sup>.

Coping with the growth of internet banking is the highly controversial issue of information security in the form of identity theft or leakage of personal information. These may lead customer to raise doubt on the safety of online banking.

#### **(ii) Local Development**

Nowadays, the major functions of bank branches are to carry out transactions such as money deposit and withdrawal. When internet banking and phone banking is becoming more popular, it can be foreseen that an increasing percentage of transactional banking activities will be carried out via internet. The transference of transaction channel can match with the cost-reduction motive of banks as the cost of human teller is substantially higher than ATM, telephone banking and internet banking. Nevertheless, it does not mean that bank branches will be completely replaced. Despite the diminishing number of branches in the recent years, banks still rely on them to provide a meeting place where their staff can interact with customers directly to clarify their needs and sell proper products and services accordingly.

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

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<sup>11</sup> Coming Soon to a Bank near You, The Banker, 2007.

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

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

- Branch will remain an integral part of the multi-channel service delivery strategy, but more as a sale and service vehicle rather than a transactional device. Branch operation will become “sales and customer centric”. Frontline staff will engage more in selling products, while most part of the transactional tasks will be completed via the Internet.
- Banks will utilize the Internet as a market development device. The new platform provides an unprecedented entrance for markets with millions of people, particularly in emerging economy. Moreover, choices of products and services offered in the internet will continue to expand.
- Widespread digitization will increase security threats. Emerging technologies should be utilized to safeguard online security, customer authentication etc.

### ***Increasing Utilization in Technology***

#### **(i) Global Trend**

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

#### **(ii) Local Development**

It can be seen that different banks are developing their technological capability; and applying the tools to a wider array of functions. Customer relationship management is a case in point. To stand out from the competition, banks gradually recognize the importance of customer relationship management. In order to attract and retain customers, it is essential that financial needs of individuals and businesses can be better discerned. With the help of more advanced data mining and intelligence system, the capability of banks in storing, tracking, analyzing and protecting data will be

significantly enhanced.

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

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

- Banks will increase their investment in technology, such as customer analysis device and risk assessment technology which can allow them to extract valuable information from multiple sources.

## Section 3 Implications

### Implications to the Retail Banking Industry

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

Thrusts	Implications
<b>Political</b>	
<p><b>1. More stringent regulatory requirements</b></p> <ul style="list-style-type: none"> <li>- Higher requirement on IT infrastructure</li> <li>- Banks will increase their awareness of risk and at the same time have to avoid being too risk avoidant</li> <li>- Doing business with Mainland requires a thorough understanding of China's legal system</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Technology:</b> Compliance calls for adoption of more advanced technology, mastering new set of skills and knowledge in using the technology is critical.</li> <li>● <b>Risk Awareness:</b> The revised regulatory requirements call for a cautious and sensible assessment of risk.</li> <li>● <b>China Business:</b> Knowledge in China legal system and banking law is inevitable when China business increases.</li> </ul>
<p><b>2. Increasing attention on Corporate Social Responsibility (CSR)</b></p> <ul style="list-style-type: none"> <li>- The increasing influence from stakeholders and media may affect the business decision of banks</li> <li>- Greater consciousness of corporate social responsibility in the commercial arena</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Corporate Social Responsibility:</b> To meet the challenge, bank employees need to have awareness in public affairs and better manage the relationship with different parties in the community. This requires an understanding of the evolvement of social issues, roles of different stakeholders and most importantly, skills of managing the relationship with these parties effectively.</li> </ul>
<b>Economic</b>	
<p><b>1. Changes in competitive landscape</b></p> <ul style="list-style-type: none"> <li>- M&amp;A activities will continue</li> <li>- Banks with different comparative advantages will gradually identify their own edge in the evolving industry and</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Talent Management:</b> After the wave of integration in the industry and adjustment of own strategies, banks that can stay in the market will find their optimal operating position. In order to meet with these drastic</li> </ul>

<p>focus on the development of their specialized business areas</p>	<p>changes and prevail in the competition, managing talent effectively is becoming a vital task.</p>
<p><b>2. The growth in Asia Pacific Regions</b></p> <ul style="list-style-type: none"> <li>- Stronger momentum of China Business especially the challenges brought by managing cross border business</li> <li>- Hong Kong adopts and will continue to play the role as a wealth management center and financial intermediary</li> </ul>	<ul style="list-style-type: none"> <li>● <b>China Business:</b> The economic prosperity and continuous growth of commercial activities in China increases the opportunities of doing business with the mainland. Banks will have a greater demand on human capital that can help flourish their China related business, i.e. fluency in Mandarin, familiarity in China market, local culture, regulatory structure and legislation.</li> </ul>
<p><b>3. Changes in Business Focus and Maintaining Hong Kong as an International Financial Center</b></p> <ul style="list-style-type: none"> <li>- Shifting from the traditional lending business to fund management and marketing of more sophisticated financial products more proactively</li> <li>- Supporting functions will move to locations where cost are lower</li> <li>- Human capital will become a major determinant of a bank's performance</li> <li>- High income net worth customers contribute higher proportion of profit to banks</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Customer Relationship Management:</b> In view of the future business model, banks will look for people who are adept in sales and marketing, relationship building and able to discern the financial needs of customers.</li> <li>● <b>Product Development:</b> In order to attract customers, banks have to review their products portfolio regularly to ensure their products and services can catch up with the market trends and the needs of customer have been taken care of.</li> <li>● <b>Talent Management:</b> It is critical for banks to formulate a competitive strategy in attracting, retaining and developing employees in order to stand with the cut-throat competition.</li> </ul>
<p><b>Social</b></p>	
<p><b>1. Change in customer profile</b></p> <ul style="list-style-type: none"> <li>- Customer are more informed of bank products and service offerings and will become more demanding</li> <li>- Ratio of customers from Mainland grows steadily and continuously</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Financial &amp; Economic Knowledge:</b> To demonstrate professional propriety, frontline staff needs to acquire basic financial knowledge and product knowledge of the bank they serve and those of their competitors. They should also be sensitive to the economic development and aware of the changes in the surrounding environment.</li> <li>● <b>Customer Relationship Management:</b> In</li> </ul>

	<p>order to cater the needs of customers, banks have to look for people who have the desire to disentangle the needs of customers and satisfy them by providing personalized service.</p> <ul style="list-style-type: none"> <li>● <b>China Business:</b> Increasing number of customers from Mainland definitely requires people who are familiar with business and banking practices of China.</li> </ul>
<p><b>2. Change in workforce</b></p> <ul style="list-style-type: none"> <li>- The growing importance of talent management</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Talent Management:</b> The increasing demand on competitive workforce calls for a sound strategy in attracting and retaining talents.</li> </ul>
<p><b>Technological</b></p>	
<p><b>1. Development of service delivery platform</b></p> <ul style="list-style-type: none"> <li>- Most of the transactional tasks will be handled by internet devices and branch operations will become more sales oriented</li> <li>- Employing advanced technologies and communication channels as a part of banks' business growth strategy</li> <li>- Increasing concern on internet security threat</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Technology:</b> The more common utilization of sophisticated technology requires a staff force which is proficient in the technical know-how of mastering the new "tools" and versatility in responding swiftly in tackling problems (e.g. identify authentication) encountered in relation to the use of the "tools".</li> <li>● <b>Customer Relationship Management:</b> The sales orientation of branches calls for a team of staff who has a passion in serving their customer and building long term relationship with them.</li> </ul>
<p><b>2. Increasing utilization in Technology</b></p> <ul style="list-style-type: none"> <li>- Increasing demand of bank customers for more speedy, accurate, plus convenient service and information calls for greater investment in technology to satisfy customer needs in a cost effective manner</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Technology:</b> The wider application of technology in different functions brings about a demand on employees' knowledge and ability in operating the tools proficiently to carry out different processes, thus enable banks to keep pace with the external development trend.</li> </ul>

Changes in banking industry are taking place at an unprecedented pace, the future outlook presents an intimation of human capital capability requirements as exhibited above on one hand while exposes a fundamental essence in the ability of **Managing**

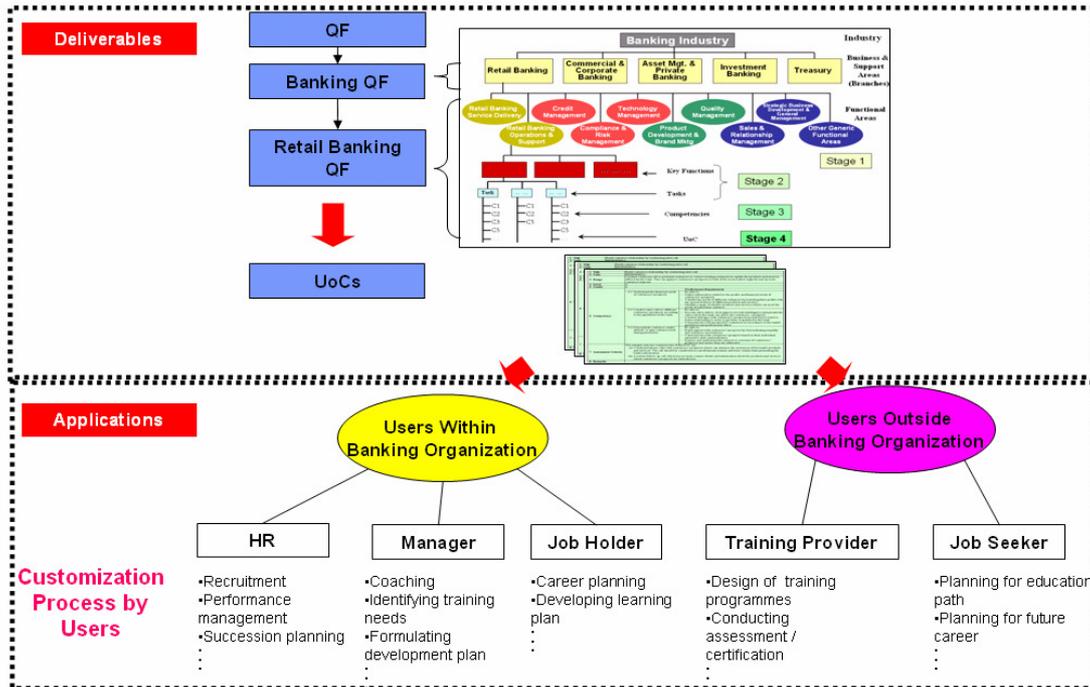
**Change.** Employees' adaptability to changes, their initiative to look for self-learning and business acumen etc. are all imperative elements to facilitate banks to thrive in the future banking environment.

## Section 4 Application of the Qualifications Framework

By taking such a backdrop revealed from the environmental scan as a basis to identify job required competencies, a constructive and visionary platform of building retail banking qualifications framework is established. The competencies thus developed are more reliable and useful for retail banks and other industries to apply on different purposes. For retail banks, the most practical purpose is to employ the qualifications framework to identify and develop talents.

On top of signifying competencies that the talent pool of a retail bank should possess, the Qualifications Framework (QF) can bring additional value by helping a bank to delineate the competencies required for each department, unit, team and individual.

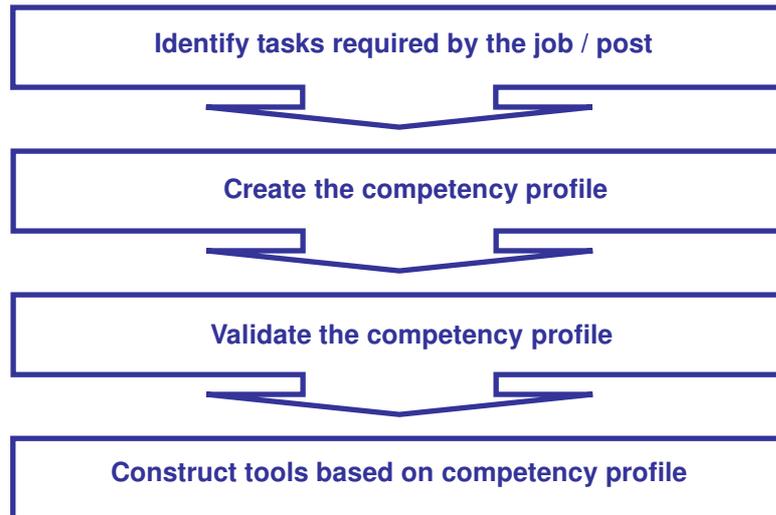
Competencies which describe the skills, knowledge and abilities required for different tasks, are the starting point of different people management processes. Many practices such as recruitment, training, performance appraisal, promotion etc. are developed and built on competencies. To develop an elite performer, we first need to identify the competencies requirement for successful performance of the role, then assess the performer against the stated competencies and identify the gaps. After that, we need to fill up the gaps by providing training or learning opportunities to strengthen the competences of the individual. Here illustrates the importance of competencies to people management and how the QF can be applied to a wide range of applications. The diagram below illustrates the different applications of QF:



### Customizing the Qualifications Framework for Different Applications

In short, the QF outlines the competencies required by the whole retail banking sector which is organized under the hierarchy of functional areas, functions and tasks. However, as the competency standards provided in the QF is *tasks based*, for applying to employees holding different *jobs / posts*, users need to go through a simple customization process to pick out tasks relevant to the specified job / post from the 10 functional areas.

By applying the customization process, a retail bank can create competency profiles, an instrument which depicts clearly the knowledge, skills and abilities an incumbent should possess, for different jobs / posts easily. There are two main purposes of the customization process: to tailor the competency profile to (i) the requirements of different jobs / posts (i.e. matching) and (ii) different people management processes (i.e. HR tool development). The following paragraphs will describe steps of creating the job profile for a particular post.



### **Step 1: Identify tasks required by the job / post**

At the outset, a bank should first define the job roles / responsibilities of the specific job / post by referring to the post's specific job description in order to discern the tasks that the individual must perform. The job specification or description provided by the banks is a good starting point to identify useful information in defining the roles and duties for a particular job / post. During the process. After that, we can make use of the QF by surfing the tasks in different key functions of the 10 functional areas and to pick out tasks that is required to perform by the job holders. As the strategies, values, business focus, processes and products and services of each bank may vary, tasks performed by job holders with the same title may be different if they are working for different banks.

### **Step 2: Create the competency profile**

The next step is to identify the competencies required. With the identified job tasks in hand, we can find out the competency requirements of a position easily by referring to the QF. An individual can compile the competency profile handily by consolidating all the competence requirements.

### **Step 3: Validate the competency profile**

Then we need to carry out validation for the competency profile. The draft of the competency profile should be evaluated by the existing job incumbents and supervisors to see whether the competency profile can be streamlined or there are any missing competencies to be included. Employees can add additional information

specific to the bank's environment or customize the descriptions to better describe the working situation of the particular bank.

#### **Step 4: Construct tools based on competencies profile**

Up to this point, the matching process is completed and all the required competencies are identified. In order to facilitate the different people management processes, one needs to integrate the competency standards into the existing processes. The identification of competency requirement is important because by assessing the current performance of an individual against the requirements, the results can reveal objective and reliable information about the work performance of a job incumbent and his / her suitability to the job / post. These kinds of information are very useful for management in making decision to ensure that the bank has the right people in the right place and at a right time.

Therefore, as the last step, it is extremely useful to turn the competency requirements in the UoC into assessment plan which is suitable for various people management processes.

The following are steps to formulate customized tools based on the competencies identified:

- i. Define the purposes of the application, such as recruitment, training or promotion etc. Understand clearly how the competency requirements of the jobs/ posts can contribute to the successful accomplishment of the process. i.e. outlining what kind of competency-related information (e.g. current level, relative performance, strengths or weaknesses) is needed.
- ii. After that, one should draw out the workflow of the whole process so that the role of competencies in facilitating the decision making process can be clearly defined thus laid down the direction for designing the assessment methods.
- iii. Following that, one should review the competency requirements of the relevant tasks and determine the necessary level of proficiency. Based on the information, one should proceed to outline clearly the specific assessment criteria which are the yardstick for decision making.
- iv. Then, based on the assessment criteria suggested in each UoC, formulate the measurement plan, such as measure method, interval, and assessors etc. to measure the competency attainment of different individuals.
- v. Lastly, carry out the measurement plan and collect information about the current proficiency level in different competencies. Based on the results, one can make decision for different people management processes such as whether the bank

should recruit a candidate? What kind of training is required by an employee? Is the employee suitable for promotion? Etc.

With the QF, a bank can build its own competency framework and creates competency profiles for its employees more conveniently. There are many benefits brought by the QF:

- The development process will become more time efficient, the cycling time can be vastly reduced with the information provided;
- By using the information in the QF, a bank can simplify steps in conducting job analysis and can save substantial amount of resources;
- The production of the QF has involved hundreds of job holders and professionals in the retail banking sector. Therefore, there is quality assurance for the information provided; and
- The QF is adopted by the whole industry thus can provide a common and standardized language to different retail banks. As a result, banks can compare jobs / posts across functions, job levels and banks easily.

### **Concluding Remarks**

It is undeniable that the business environment of banking industry will keep changing. As an international financial center, Hong Kong should take proactive measures to catch up with the global development. Through setting up the foundation for education and training, the QF advocated by EMB serves as an imperative tool to prepare the industry for the future. It also sets the standards for Human Resources Management and Development. After accomplishing the above missions, the QF can definitely contribute to the industry competitiveness and strengthen the status of Hong Kong as an international financial center.

## Functional Areas of Retail Banking Sector in Hong Kong

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### Introduction

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

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

Before the construction of functional areas, PEST scan was conducted to assess the environment which the Retail Banking industry is embedded in. The PEST scan has identified the future thrusts of retail banking sector which have important implications on the major functions that the sector will be performing. On top of that, after a series of consultation and benchmarking, the 10 core functional areas are identified based on the following principles:

- Significance to the business or operational functions of a retail bank

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

## Major Functional Areas

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

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

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

Cascaded from the above four dimensions, ten functional areas have been identified in Retail Banking sector, namely (1) Retail Banking Service Delivery, (2) Retail Banking Operations and Support, (3) Credit Management, (4) Compliance and Risk Management, (5) Technology Management, (6) Product Development and Brand Marketing, (7) Quality Management, (8) Sales and Relationship Management, (9) Strategic Business Development and General Management, and (10) Other Generic Functional Areas. Figure 1 shows the functional mapping of the Retail Banking sector in Hong Kong. The definition and scope of each of the functional areas are listed below:

1. **Retail Banking Service Delivery:** This functional area refers to the provision of financial services to individual and small business in order to satisfy their

financial needs through different channels. It is defined as the activities involved in the processing of different types of retail banking transactions for customers by conforming to the guidelines of the bank with sound product knowledge and business sense. It includes personal financial planning, deposit product and service delivery, loans product and service delivery, investment service delivery, transactional banking service delivery and treasury product and service delivery.

2. **Retail Banking Operations and Support:** It refers to the provision of back-office operational services and fulfillment for retail banking business units in order to support them to deliver quality service to customers. It also entails supporting services offered to internal divisions through various deposit, finance, investment and other general retail banking products so as to assist them to complete the banking transactions requested by customers. Examples of this functional area include deposit and loans processing, contingent account processing, electronic fund transfer, remittance reconciliation, correspondence management etc.
3. **Credit Management:** This functional area encompasses retail credit strategy formulation, credit policy establishment and execution, and credit risk management of retail banking at the more sophisticated decision level while the acts of gathering, preparing and analyzing all types of retail credit information for approval, renewal and extension to ensure loan exposure is adhered to the bank's credit guidelines are also included in the day to day operation level of activities. It generally covers the functions involved in determining the degree of risk involved in lending and other credit business, administering retail banking credit-granting process; providing credit training, supplying collateral valuation services, managing loan portfolio and processing customer credit application by adopting the fundamental credit concept and lending principle.
4. **Compliance and Risk Management:** By observing the Banking Ordinance and other legal and statutory requirements including global trend and local practices, it ranges from the initiatives of banks in formulating internal policies to ensure banks' activities are in compliance with the regulations at the decision making level to the acts of conforming to the internal rules and standard operation procedures at the working level. It also involves the undertaking of assessing the different types of prospective risk such as operational risk, reputation risk, market risk...etc. and reacting in a sensible manner. Other activities of this functional

area include managing crisis, making judgment and decision when crisis breaks out, etc.

5. **Technology Management:** With an aim to improve sales and service productivity; raise channel efficiency; facilitate customer acquisition and retention; as well as develop innovative products 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. This involves designing new service delivery approaches and operation modes after understanding the technological need and requirement, knowledge of state-of-the-art technology development and the ability to apply the technological tools to daily work.
6. **Product Development and Brand Marketing:** It refers to activities related to the building of the branding or corporate image of a bank and the development of products based on the needs of bank customers. It entails the initiatives to persuade customers to develop a mindset and behavioral tendency which is in favor of the bank through different kinds of marketing and communications activities. It covers product market research and feasibility study, product design and architecture, product pricing and cost planning, and product development management. In addition, it also involves the application of knowledge in customer behavior and marketing principles to implement marketing strategy, monitor marketing communication, develop marketing positioning for different customer segments, initiate advertising and promotion activities.
7. **Quality Management:** This includes the activities which are directed to ensure banking products and services provided can meet the needs and expectations of different stakeholders. The functional area is to endeavor a continuous improvement in all aspects of process conducted in the bank ranging from strategic planning, product feature design, service delivery approach, and operation mode hence to develop both internal and external customer satisfaction and loyalty. It covers the formulation of quality control policies; designing quality measurement system; capturing customer experience; and developing and installing the quality assurance procedures for retail banking. It also refers to process re-engineering initiatives which are aimed at reducing wastage and marinating efficiency.
8. **Sales & Relationship Management:** With a customer-centric aspiration, this

functional area represents the deeds of introducing, demonstrating, recommending, promoting and cross-selling all retail banking and other related services and products to meet customer needs via different channels. It also refers to the systems and processes to help customers actively or meet customer's demand for the sake of gaining their satisfaction. This involves discerning the needs of customers, developing solutions and evaluating alternatives and hence recommending best suited response in meeting customers' appeal. Long term relationship management also falls into this category of functional area.

9. **Strategic Business Development and General Management:** This functional area refers to the initiatives to keep up with the local and global economic development, especially the movements in China so as to identify development potential for the bank. It involves entrepreneurial acumen and aspiration to cultivate new business beyond the local geographic boundary hence to practically develop business vision, formulate strategies exclusively for retail banking or translate bank-wide strategies into appropriate tactics for the retail banking business. It also entails the integrated effort of other supporting functions such as Human Resources Management, Financial Management, Facility Management and Corporate Social Responsibility Fulfillment, etc in making sound strategic responses that helps execute the business plan to deliver the long term development initiatives of the bank.
10. **Other Generic Functional Areas:** It refers to the activities that are common and can be applied to all other functional areas, i.e. stakeholders of different roles have to possess these capabilities in order to carry out their functions at a quality standard. This includes Talent Management, Change Management, People Management, Resource Management, Project and Program Management.....etc.

BUSINESS ACQUISITION & CUSTOMER RELATIONSHIP MANAGEMENT

SERVICE DELIVERY CHANNELS



INTERNAL MANAGEMENT

Figure 1. Functional Map of Retail Banking Sector

# **Banking Industry Retail Banking**

## **Specification of Competency Standards**

**January 2010**

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**1. Competency Matrix of Retail Banking Service Delivery**

<b>QF Level</b>	<b>Service Delivery of Account Services</b>	<b>Service Delivery of Loans Products and Mortgage</b>	<b>Delivery of Wealth Management and Investment, Insurance and Saving Services</b>	<b>Delivery of Card Product Related Services</b>	<b>Delivery of Branch Services</b>	<b>Delivery of Services in Other Channels</b>
7						
6						
5		BRSDSL501A Provide consultative advice to customers on loan product alternatives 4 Credits Page 30	BRSDSW501A Recommend investment, insurance or saving options to customers 4 Credits Page 32	BRSDSC501A Conduct review on existing card products 4 Credits Page 33	BRSDSB501A Design service delivery activities for branch 4 Credits Page 35	BRSDSO501A Develop strategies, policies and processes for call center services 4 Credits Page 37
5		BRSDSL502A Conduct assessment on personal loan and proceed with approval 4 Credits Page 31		BRSDSC502A Recruit credit card merchant members 4 Credits Page 34	BRSDSB502A Establish service standards of bank branch counter services 4 Credits Page 36	BRSDSO502A Design services in phone banking 4 Credits Page 38
5						BRSDSO503A Design services in e-banking 4 Credits Page 39
5						BRSDSO504A Design services offered through automatic banking machines 4 Credits Page 40
5						BRSDSO505A Develop directions in direct sales 4 Credits Page 41
4		BRSDSL401A Understand customers needs in loan financing 4 Credits Page 14	BRSDSW401A Conduct financial planning assessment for customers 4 Credits Page 16	BRSDSC401A Promote card products to customers 4 Credits Page 19	BRSDSB401A Oversee branch operations on service delivery 4 Credits Page 21	BRSDSO401A Perform call center management functions 4 Credits Page 25

**1. Competency Matrix of Retail Banking Service Delivery**

<b>QF Level</b>	<b>Service Delivery of Account Services</b>	<b>Service Delivery of Loans Products and Mortgage</b>	<b>Delivery of Wealth Management and Investment, Insurance and Saving Services</b>	<b>Delivery of Card Product Related Services</b>	<b>Delivery of Branch Services</b>	<b>Delivery of Services in Other Channels</b>
4		BRSDSL402A Negotiate terms of agreement with loan applicants 4 Credits Page 15	BRSDSW402A Conduct review on financial needs of customers 4 Credits Page 17	BRSDSC402A Manage credit card merchant members 4 Credits Page 20	BRSDSB402A Handle problems in daily operations in branches 4 Credits Page 22	BRSDSO402A Monitor performance of staff in phone banking 4 Credits Page 26
4			BRSDSW403A Carry out regular review on the performance of investment, insurance and saving plans of customers 4 Credits Page 18		BRSDSB403A Monitor counter services in bank branches 4 Credits Page 23	BRSDSO403A Perform e-banking management activities 4 Credits Page 27
4					BRSDSB404A Arrange products and services promotion in branch 4 Credits Page 24	BRSDSO404A Coordinate with vendor of automatic banking machines 4 Credits Page 28
4						BRSDSO405A Perform direct sales team management functions 4 Credits Page 29
3	BRSDSD301A Handle requests of customers in relation to account services 3 Credits Page 1	BRSDSL301A Handle administrative work of loan application 3 Credits Page 5	BRSDSW301A Handle applications of investment, insurance and saving products 3 Credits Page 6	BRSDSC301A Handle applications of credit / debit cards for customers 3 Credits Page 7	BRSDSB301A Execute daily operations in branches 3 Credits Page 8	BRSDSO301A Handle customer phone calls at call centers 3 Credits Page 11
3	BRSDSD302A Open, maintain and terminate bank accounts for customers 3 Credits Page 2				BRSDSB302A Provide counter services in bank branches 3 Credits Page 9	BRSDSO302A Perform frontline phone banking activities 3 Credits Page 12

**1. Competency Matrix of Retail Banking Service Delivery**

<b>QF Level</b>	<b>Service Delivery of Account Services</b>	<b>Service Delivery of Loans Products and Mortgage</b>	<b>Delivery of Wealth Management and Investment, Insurance and Saving Services</b>	<b>Delivery of Card Product Related Services</b>	<b>Delivery of Branch Services</b>	<b>Delivery of Services in Other Channels</b>
3	BRSDSD303A Process accounts transactions for customers to manage fund flow 3 Credits Page 3				BRSDSB303A Perform cross-selling to help promote bank products and services in branches 3 Credits Page 10	BRSDSO303A Oversee daily operations of automatic banking machines 3 Credits Page 13
3	BRSDSD304A Process transactions related to interbank account services of customers or transactions of foreign exchange services 3 Credits Page 4					
2						
1						

## 2. Competency Matrix of Retail Banking Operations and Support

QF Level	Operation Planning	Accounts Transaction Processing	Loan and Mortgage Processing	Investment, Insurance and Saving Services Processing	Credit Card Processing	Vendor Management
7						
6	BROSO0601A Formulate bank-wide policies and procedures of operation and support 5 Credits Page 66		BROSOL601A Formulate guidelines of loan or mortgage processing 5 Credits Page 67	BROSOL601A Set guidelines for processing services related to investment, insurance and saving 5 Credits Page 68	BROSOC601A Develop and enforce policies and operational procedures on credit card business 5 Credits Page 69	
5	BROSO0501A Design and review daily operation procedures 4 Credits Page 58		BROSOL501A Determine approval or rejection on loan or mortgage applications 4 Credits Page 59	BROSOL501A Formulate terms and agreements for investment, insurance and saving services 4 Credits Page 61	BROSOC501A Make decision on approval or rejection on credit card applications 4 Credits Page 63	BROSOV501A Identify needs of credit card related vendor services and develop vendor acquisition plan 4 Credits Page 64
5			BROSOL502A Develop and monitor property valuation process 4 Credits Page 60	BROSOL502A Develop service protocol together with product vendors for investment, insurance and saving services 4 Credits Page 62		BROSOV502A Oversee procurement and monitor vendors' performance related to credit card service provision 4 Credits Page 65
4	BROSO0401A Plan and implement operations support 4 Credits Page 49		BROSOL401A Consolidate information on loan or mortgage applications 4 Credits Page 50	BROSOL401A Process applications of investment, insurance and saving services 4 Credits Page 52	BROSOC401A Manage credit card business portfolio 4 Credits Page 54	BROSOV401A Uphold quality of vendor services 4 Credits Page 57
4			BROSOL402A Conduct property valuation for mortgage 4 Credits Page 51	BROSOL402A Provide operation support on investment, insurance and saving services 4 Credits Page 53	BROSOC402A Handle credit card transactions processing 4 Credits Page 55	
4					BROSOC403A Provide comprehensive account services to credit card customers 4 Credits Page 56	

**2. Competency Matrix of Retail Banking Operations and Support**

<b>QF Level</b>	<b>Operation Planning</b>	<b>Accounts Transaction Processing</b>	<b>Loan and Mortgage Processing</b>	<b>Investment, Insurance and Saving Services Processing</b>	<b>Credit Card Processing</b>	<b>Vendor Management</b>
3		BROSOD301A Conduct verification and checking in transaction processing of banking accounts 3 Credits Page 42	BROSOL301A Handle approved loan or mortgage transaction processing 3 Credits Page 46	BROSOS301A Maintain transaction records for investment, insurance and saving services 3 Credits Page 48		
3		BROSOD302A Conduct account transactions 3 Credits Page 43	BROSOL302A Maintain loan account transaction records 3 Credits Page 47			
3		BROSOD303A Maintain transaction records of bank accounts 3 Credits Page 44				
3		BROSOD304A Handle remittance transactions 3 Credits Page 45				
2						
1						

### 3. Competency Matrix of Credit Management

QF Level	Credit Strategy, Policy and Procedure Development	Credit Acquisition	Portfolio Management	Debt Collections	Credit Systems and Maintenance
7					
6	BRCMCR601A Develop new products / features for credit-based solutions offered by the bank 5 Credits Page 92		BRCMCP601A Manage the quality of the bank's credit assets  5 Credits Page 94		
6	BRCMCR602A Formulate the overall credit strategy in retail banking for the whole bank 5 Credits Page 93				
5	BRCMCR501A Analyze economic environment and the implications on credit management 4 Credits Page 80	BRCMCA501A Conduct credit assessment for credit applications 4 Credits Page 82	BRCMCP501A Evaluate market value of collateral and risks associated with the loan 4 Credits Page 86	BRCMCD501A Formulate policies in managing bad and doubtful debts 4 Credits Page 88	BRCMCS501A Provide consultancy service to customers on credit risks 4 Credits Page 90
5	BRCMCR502A Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank 4 Credits Page 81	BRCMCA502A Determine terms and conditions for credit proposals according to the financial strength of applicants 4 Credits Page 83	BRCMCP502A Manage and control the risks associated with the credit assets of the bank (e.g. securitization) 4 Credits Page 87	BRCMCD502A Implement legal actions on unpaid debt customers 4 Credits Page 89	BRCMCS502A Identify gaps in existing credit management systems 4 Credits Page 91
5		BRCMCA503A Authorize credit applications 4 Credits Page 84			
5		BRCMCA504A Evaluate the performance of credit business and make suggestions 4 Credits Page 85			

**3. Competency Matrix of Credit Management**

<b>QF Level</b>	<b>Credit Strategy, Policy and Procedure Development</b>	<b>Credit Acquisition</b>	<b>Portfolio Management</b>	<b>Debt Collections</b>	<b>Credit Systems and Maintenance</b>
4	BRCMCR401A Monitor credit related activities to ensure adherence to the established guidelines / regulations  4 Credits Page 73	BRCMCA401A Collect information for assessing credits  4 Credits Page 74		BRCMCD401A Negotiate with debtors about overdue debts  4 Credits Page 75	BRCMCS401A Initiate and coordinate IT applications in related systems for effective performance of all key functions of credit management  4 Credits Page 78
4				BRCMCD402A Monitor progress of debt collections  4 Credits Page 76	BRCMCS402A Provide learning activities to disseminate knowledge on credit management  4 Credits Page 79
4				BRCMCD403A Collect bad and doubtful debts  4 Credits Page 77	
3		BRCMCA301A Handle follow-up process of approved credit application 3 Credits Page 70		BRCMCD301A Collect payments from debtors  3 Credits Page 71	BRCMCS301A Prepare documents in relations to credit risk management  3 Credits Page 72
2					
1					

## 4. Competency Matrix of Compliance and Risk Management

QF Level	Compliance	Legal Advice	Risk Control	Business Continuity Planning	Financial Control	Audit
7						
6	BRCRCC601A Formulate policies and internal standards on compliance 5 Credits Page 120	BRCRCL601A Formulate policies on handling suspicious and illegal activities 5 Credits Page 123	BRCRCI601A Establish overall risk management policies and governance structure 5 Credits Page 124	BRCRCB601A Formulate business continuity policies 5 Credits Page 125		BRCRCT601A Formulate audit policies and approaches 5 Credits Page 126
6	BRCRCC602A Develop complementary system to support enforcement of compliance policies 5 Credits Page 121					BRCRCT602A Develop policies for audit reporting 5 Credits Page 127
6	BRCRCC603A Establish and maintain monitoring procedures and measures to track compliance fulfillment 5 Credits Page 122					
5	BRCRCC501A Conduct monitoring and handle breaching of laws 4 Credits Page 98	BRCRCL501A Provide professional services on legal issues 4 Credits Page 103	BRCRCI501A Establish risk management plan 4 Credits Page 106	BRCRCB501A Analyze business impact due to different kinds of disasters 4 Credits Page 110	BRCRCF501A Analyze financial status of the bank 4 Credits Page 113	BRCRCT501A Design audit programme 4 Credits Page 117
5	BRCRCC502A Review compliance programmes of the bank 4 Credits Page 99	BRCRCL502A Communicate information on new or revised legal / statutory requirements 4 Credits Page 104	BRCRCI502A Conduct risk assessment 4 Credits Page 107	BRCRCB502A Develop business continuity plan 4 Credits Page 111	BRCRCF502A Conduct budget monitoring 4 Credits Page 114	BRCRCT502A Conduct audit programme tracking and monitoring 4 Credits Page 118
5	BRCRCC503A Manage training and education on compliance 4 Credits Page 100	BRCRCL503A Investigate suspicious and illegal activities 4 Credits Page 105	BRCRCI503A Monitor risks level of the operations 4 Credits Page 108	BRCRCB503A Evaluate effectiveness of business continuity plan 4 Credits Page 112	BRCRCF503A Manage financial information 4 Credits Page 115	BRCRCT503A Evaluate effectiveness of audit programmes 4 Credits Page 119

**4. Competency Matrix of Compliance and Risk Management**

<b>QF Level</b>	<b>Compliance</b>	<b>Legal Advice</b>	<b>Risk Control</b>	<b>Business Continuity Planning</b>	<b>Financial Control</b>	<b>Audit</b>
5	BRCRCC504A Liaise with regulators and handle regulatory examinations 4 Credits Page 101		BRCRCI504A Design measures to alleviate and mitigate risks 4 Credits Page 109		BRCRCF504A Oversee regulatory reporting 4 Credits Page 116	
5	BRCRCC505A Set internal policies on and regulate registration and licensing 4 Credits Page 102					
4	BRCRCC401A Monitor subordinates' behaviors to ensure professionalism of banking practitioners 4 Credits Page 96					BRCRCT401A Conduct audit reporting 4 Credits Page 97
3	BRCRCC301A Maintain high professional standards during job execution 3 Credits Page 95					
2						
1						

## 5. Competency Matrix of Technology Management

QF Level	Information Security	Enterprise Intelligence	Technology Infrastructure	Design, Development and Implementation	Operations, Support and Quality Delivery
7					
6	BRTMTI601A Develop IT security policies  5 Credits Page 153	BRTMTE601A Establish policies on database management  5 Credits Page 154	BRTMTT601A Formulate plan on technological improvement in customer service  5 Credits Page 155		
5	BRTMTI501A Build necessary infrastructures to support policies on IT security  4 Credits Page 136	BRTMTE501A Design database system for managing enterprise intelligence  4 Credits Page 139	BRTMTT501A Design and construct interface / system (e.g. ATM, e-Banking) on customer service  4 Credits Page 142	BRTMTD501A Identify and analyze technology needs of the bank  4 Credits Page 145	BRTMTO501A Manage support services of technology systems  4 Credits Page 150
5	BRTMTI502A Monitor security level in IT systems  4 Credits Page 137	BRTMTE502A Plan for data collection and data management for building enterprise intelligence system  4 Credits Page 140	BRTMTT502A Evaluate effectiveness of IT systems on customer services and identify improvement needs  4 Credits Page 143	BRTMTD502A Perform system development and engineering  4 Credits Page 146	BRTMTO502A Monitor change management when implementing new systems or systems updates  4 Credits Page 151
5	BRTMTI503A Perform incident response management for IT issues  4 Credits Page 138	BRTMTE503A Develop data analysis programmes in intelligence systems  4 Credits Page 141	BRTMTT503A Develop and update IT architecture to facilitate products and services delivery  4 Credits Page 144	BRTMTD503A Acquire technological tools and solutions from technology service providers for system development  4 Credits Page 148	BRTMTO503A Design and monitor system recovery  4 Credits Page 152
5				BRTMTD504A Conduct system evaluation  4 Credits Page 149	
4	BRTMTI401A Assess security risks in IT systems  4 Credits Page 129	BRTMTE401A Monitor daily operations of intelligence systems  4 Credits Page 130	BRTMTT401A Monitor the operations of customer service systems to ensure a smooth applications  4 Credits Page 131	BRTMTD401A Oversee the implementation of new technology systems  4 Credits Page 132	BRTMTO401A Offer help desk services  4 Credits Page 134

**5. Competency Matrix of Technology Management**

<b>QF Level</b>	<b>Information Security</b>	<b>Enterprise Intelligence</b>	<b>Technology Infrastructure</b>	<b>Design, Development and Implementation</b>	<b>Operations, Support and Quality Delivery</b>
4				BRTMTD402A Facilitate the use of new technology systems  4 Credits Page 133	BRTMTO402A Provide field support in resolving problems in the technology systems  4 Credits Page 135
3				BRTMTD301A Carry out maintenance on technology systems  3 Credits Page 128	
2					
1					

### 6. Competency Matrix of Product Development and Brand Marketing

QF Level	Market Research and Business Intelligence	Product Development Framework and Marketing Strategy Formulation	Product Development	Product Launching Implementation and Management	Product Promotion	Brand Marketing
7		BRPDPF701A Create an unique positioning strategy for the bank in marketing and product development 5 Credits Page 191				
6	BRPDPI601A Conduct research on market analysis and review  5 Credits Page 188	BRPDPF601A Formulate product strategies in different customer segments which are aligned with the bank's business target 5 Credits Page 189				BRDPB601A Formulate corporate brand building strategy  5 Credits Page 190
5	BRPDPI501A Develop customer segmentation, identify their needs in product  4 Credits Page 167	BRPDPF501A Develop measurement mechanism on ROI to assess investment in product development 4 Credits Page 169	BRPDPD501A Manage the product portfolio of the bank based on product strategies 4 Credits Page 172	BRPDPM501A Develop the implementation plan for product launch 4 Credits Page 180	BRDPPP501A Identify niche and major selling points of individual products 4 Credits Page 182	BRDPB501A Formulate communication strategy on corporate branding 4 Credits Page 185
5	BRPDPI502A Develop knowledge systems for retail banking operations  4 Credits Page 168	BRPDPF502A Establish product development procedures 4 Credits Page 170	BRPDPD502A Structure product architecture 4 Credits Page 173	BRPDPM502A Evaluate effectiveness of product launch 4 Credits Page 181	BRDPPP502A Develop promotional activities for new products to increase market awareness 4 Credits Page 183	BRDPB502A Create and produce enduring and consistent advertising campaigns to promote the corporate brand 4 Credits Page 186
5		BRPDPF503A Monitor the effectiveness and progress of product development 4 Credits Page 171	BRPDPD503A Determine pricing for the products and services 4 Credits Page 174		BRDPPP503A Prepare budget and manage marketing expenditure of specific product to ensure reasonable ROI is attained 4 Credits Page 184	BRDPB503A Prepare budget and manage expenditure on marketing the corporate brand of the bank to ensure reasonable ROI is attained 4 Credits Page 187

### 6. Competency Matrix of Product Development and Brand Marketing

QF Level	Market Research and Business Intelligence	Product Development Framework and Marketing Strategy Formulation	Product Development	Product Launching Implementation and Management	Product Promotion	Brand Marketing
5			BRPDPD504A Conduct profitability forecast and cost analysis 4 Credits Page 175			
5			BRPDPD505A Manage the design and analysis of product acceptance test 4 Credits Page 176			
5			BRPDPD506A Design suitable systems and determine appropriate channels for product delivery 4 Credits Page 177			
5			BRPDPD507A Design operational procedures of new products 4 Credits Page 178			
5			BRPDPD508A Source and manage products and services provided by external vendors 4 Credits Page 179			
4	BRPDPI401A Collect and consolidate market intelligence for understanding market trend  4 Credits Page 156		BRPDPD401A Perform product acceptance test  4 Credits Page 158	BRPDPM401A Draw up product portfolio for complex products  4 Credits Page 159	BRPDPP401A Produce promotion materials in alignment with corporate identity specification  4 Credits Page 162	BRPDPB401A Arrange appropriate communication activities to build and enhance brand salience as well as brand equity  4 Credits Page 164

**6. Competency Matrix of Product Development and Brand Marketing**

<b>QF Level</b>	<b>Market Research and Business Intelligence</b>	<b>Product Development Framework and Marketing Strategy Formulation</b>	<b>Product Development</b>	<b>Product Launching Implementation and Management</b>	<b>Product Promotion</b>	<b>Brand Marketing</b>
4	BRPDPI402A Operate knowledge systems to input and retrieve information  4 Credits Page 157			BRPDPM402A Prepare for the implementation of product launch  4 Credits Page 160	BRPDPP402A Conduct promotion programme evaluation  4 Credits Page 163	BRPDPB402A Monitor and ensure consistency in using corporate identity throughout the bank  4 Credits Page 165
4				BRPDPM403A Provide product information to support the selling process  4 Credits Page 161		BRPDPB403A Conduct programme evaluation on brand marketing to ensure high degree of acquaintance of the bank  4 Credits Page 166
3						
2						
1						

## 7. Competency Matrix of Quality Management

QF Level	Quality Management Strategy / System Development and Maintenance	Quality Assurance on Retail Banking Sales and Service Delivery	Continuous Process Improvement	Customer Experience Management
7				
6				
5	BRMQS501A Formulate strategies and policies in quality management  4 Credits Page 198	BRMQA501A Develop and enforce performance standards in customer service  4 Credits Page 202	BRMQI501A Identify areas required for quality enhancement  4 Credits Page 204	BRMQE501A Identify measures to improve customer experience  4 Credits Page 206
5	BRMQS502A Establish quality standards for different operations  4 Credits Page 199	BRMQA502A Monitor and control quality of product and services offered  4 Credits Page 203	BRMQI502A Design measures to improve existing processes  4 Credits Page 205	BRMQE502A Manage feedback from different parties in order to protect bank's image  4 Credits Page 207
5	BRMQS503A Develop procedures in quality control  4 Credits Page 200			
5	BRMQS504A Manage benchmarking analysis on quality management  4 Credits Page 201			
4	BRMQS401A Provide education in quality management throughout the bank  4 Credits Page 193		BRMQI401A Implement the process improvement plan  4 Credits Page 195	BRMQE401A Deliver excellent customer service  4 Credits Page 197
4	BRMQS402A Prepare documentation related to the quality management system  4 Credits Page 194		BRMQI402A Prepare accurate and appropriate reports on process improvement evaluation  4 Credits Page 196	

**7. Competency Matrix of Quality Management**

<b>QF Level</b>	<b>Quality Management Strategy / System Development and Maintenance</b>	<b>Quality Assurance on Retail Banking Sales and Service Delivery</b>	<b>Continuous Process Improvement</b>	<b>Customer Experience Management</b>
3				BRQMQE301A Handle complaints from customers 4 Credits Page 192
2				
1				

## 8. Competency Matrix of Sales and Relationship Management

QF Level	Sales Strategy & Implementation Plan Formulation	Product and Service Selling	Sales Cycle Management	Sales Team Management	Customer Relationship Development
7					
6	BRRSF601A Identify business opportunities to maximize the sales of products and services 5 Credits Page 242			BRSRST601A Perform sales forecasting  5 Credits Page 244	BRRSR601A Develop Customer Relationship Management (CRM) systems  5 Credits Page 245
6	BRRSF602A Formulate sales strategies and targets 5 Credits Page 243				
5	BRRSF501A Develop sales plan and implementation details for different teams 4 Credits Page 227	BRRSS501A Develop recommendations on bank products and services to customers 4 Credits Page 229	BRSRSM501A Design sales leads generation programme 4 Credits Page 230	BRSRST501A Set sales target for sales team or individual sales staff 4 Credits Page 235	BRRSR501A Develop programs or activities to maintain and intensify customer relationship 4 Credits Page 239
5	BRRSF502A Develop marketing and promotional programmes  4 Credits Page 228		BRSRSM502A Manage and coordinate the sales and promotional activities of different sales and service channels 4 Credits Page 232	BRSRST502A Perform sales coaching 4 Credits Page 236	BRRSR502A Design services for different customer accounts 4 Credits Page 240
5			BRSRSM503A Develop measures to ensure the provision of quality customer services 4 Credits Page 233	BRSRST503A Evaluate sales performance 4 Credits Page 237	BRRSR503A Manage customer profile and sales record 4 Credits Page 241
5			BRSRSM504A Track and monitor sales activities 4 Credits Page 234	BRSRST504A Develop selling skills of sales force 4 Credits Page 238	

## 8. Competency Matrix of Sales and Relationship Management

QF Level	Sales Strategy & Implementation Plan Formulation	Product and Service Selling	Sales Cycle Management	Sales Team Management	Customer Relationship Development
4	BRSRSF401A Collect information to identify market trends and customer needs of different segments 4 Credits Page 215	BRSRSS401A Perform customer needs analysis and risk profiling 4 Credits Page 217	BRSRSM401A Perform sales leads management 4 Credits Page 221	BRSRST401A Update product knowledge of team members 4 Credits Page 225	BRSRSR401A Handle customer enquiry 4 Credits Page 226
4	BRSRSF402A Plan for implementation details of the marketing and promotional activities 4 Credits Page 216	BRSRSS402A Explain recommendations on bank products and services to customers 4 Credits Page 218	BRSRSM402A Perform compliance control and monitoring functions 4 Credits Page 222		
4		BRSRSS403A Handle customer's feedback on products and services recommendations 4 Credits Page 219	BRSRSM403A Provide support to marketing and promotion activities 4 Credits Page 223		
4		BRSRSS404A Gain customer commitment in buying products and services 4 Credits Page 220	BRSRSM404A Disseminate promotion materials to sales staff 4 Credits Page 224		
3		BRSRSS301A Organize and review customer data to identify sales lead 3 Credits Page 208	BRSRSM301A Record and report sales activities 3 Credits Page 209		BRSRSR301A Generate data or report by using Customer Relationship Management (CRM) systems 3 Credits Page 211
3			BRSRSM302A Provide back office support to sales activities 3 Credits Page 210		BRSRSR302A Execute accounts services 3 Credits Page 212

**8. Competency Matrix of Sales and Relationship Management**

<b>QF Level</b>	<b>Sales Strategy &amp; Implementation Plan Formulation</b>	<b>Product and Service Selling</b>	<b>Sales Cycle Management</b>	<b>Sales Team Management</b>	<b>Customer Relationship Development</b>
3					BRSRSR303A Safeguard customer information to enhance security 3 Credits Page 213
3					BRSRSR304A Build and maintain relationship with customers 3 Credits Page 214
2					
1					

### 9. Competency Matrix of Strategic Business Development and General Management

QF Level	Global Business Acumen	Strategic Human Resources Management	Strategic Financial Management	Strategic Resources Management	Corporate Responsibility (CR) Fulfillment
7	BRDBG701A Formulate business strategies for the bank 5 Credits Page 282				
6	BRDBG601A Anticipate global economic development 5 Credits Page 278	BRDBH601A Establish strategic human resources management policies 5 Credits Page 280	BRDBF601A Establish a healthy framework of financial management 5 Credits Page 281		
6	BRDBG602A Analyze profit potential of different markets / regions 5 Credits Page 279				
5	BRDBG501A Determine approach in achieving the business strategies 4 Credits Page 259	BRDBH501A Design organizational structure 4 Credits Page 263	BRDBF501A Prepare budget to support business development strategies 4 Credits Page 267	BRDBR501A Develop plan in property management 4 Credits Page 272	BRDBC501A Develop CR strategies/ planning 4 Credits Page 276
5	BRDBG502A Develop business plan and action items for the identified business strategies 4 Credits Page 260	BRDBH502A Devise compensation and benefits scheme in alignment with business needs 4 Credits Page 264	BRDBF502A Manage inflow cash and collection mechanisms 4 Credits Page 268	BRDBR502A Design workplace and work processes which can comply to occupational safety and health standards 4 Credits Page 274	BRDBC502A Integrate CR initiatives into daily work 4 Credits Page 277
5	BRDBG503A Monitor implementation of business plan to ensure achievement of desired results 4 Credits Page 261	BRDBH503A Develop employees with a foresight by providing appropriate training to meet strategic business requirements 4 Credits Page 265	BRDBF503A Manage outflow cash and disbursement mechanisms 4 Credits Page 269	BRDBR503A Establish and sustain smooth supply chain of office equipment 4 Credits Page 275	

**9. Competency Matrix of Strategic Business Development and General Management**

<b>QF Level</b>	<b>Global Business Acumen</b>	<b>Strategic Human Resources Management</b>	<b>Strategic Financial Management</b>	<b>Strategic Resources Management</b>	<b>Corporate Responsibility (CR) Fulfillment</b>
5	BRDBG504A Evaluate achievement of business initiatives and improve their effectiveness 4 Credits Page 262	BRDBH504A Establish and maintain effective human resources information systems and policies 4 Credits Page 266	BRDBF504A Manage cash flow of the bank 4 Credits Page 270		
5			BRDBF505A Prepare financial statements for the bank 4 Credits Page 271		
4		BRDBH401A Perform manpower planning 4 Credits Page 250			BRDBC401A Educate internal and external stakeholders on CR 4 Credits Page 258
4		BRDBH402A Define the job role of each position and conduct job evaluation 4 Credits Page 251			
4		BRDBH403A Identify suitable person to fill up job vacancy 4 Credits Page 252			
4		BRDBH404A Implement performance management system to help deliver strategic results 4 Credits Page 253			
4		BRDBH405A Handle administrative activities in compensation and benefits 4 Credits Page 254			

**9. Competency Matrix of Strategic Business Development and General Management**

QF Level	Global Business Acumen	Strategic Human Resources Management	Strategic Financial Management	Strategic Resources Management	Corporate Responsibility (CR) Fulfillment
4		BRBDBH406A Provide learning activities to support the development of the bank 4 Credits Page 255			
4		BRBDBH407A Improve employee engagement 4 Credits Page 256			
4		BRBDBH408A Execute disciplinary actions 4 Credits Page 257			
3			BRBDBF301A Carry out routine administration on the bank's financial database 3 Credits Page 246	BRBDBR301A Arrange repair and replacement of equipment, furniture and fixtures for their maintenance 3 Credits Page 248	
3			BRBDBF302A Perform book keeping 3 Credits Page 247	BRBDBR302A Assist in the delivery of fringe benefit scheme and other related services 3 Credits Page 249	
2					
1					

**10. Competency Matrix of Other Generic Functional Areas**

<b>QF Level</b>	<b>Drive for Achievement</b>	<b>People Management and Talent Development</b>	<b>Resources Management</b>	<b>Change Management</b>	<b>Project / Program Management</b>
7	BROGOA701A Identify new opportunities on business development 5 Credits Page 304				
6	BROGOA601A Build alignment among different team members to work towards a unified goal 5 Credits Page 302			BROGOM601A Determine the strategies in change management  5 Credits Page 303	
5	BROGOA501A Supervise team members in accomplishing task assignments during the course of work 4 Credits Page 287	BROGOT501A Manage work performance of subordinates 4 Credits Page 289	BROGOR501A Plan for resources allocation 4 Credits Page 293	BROGOM501A Direct employees to transit from the current state to a desired future state strategically 4 Credits Page 296	BROGOP501A Set up project/ program team and establish infrastructure 4 Credits Page 299
5	BROGOA502A Solve problems creatively to maximize efficiency 4 Credits Page 288	BROGOT502A Manage substandard performance of subordinates 4 Credits Page 290	BROGOR502A Expand existing resources pool 4 Credits Page 294	BROGOM502A Redesign work process in response to changes 4 Credits Page 297	BROGOP502A Develop implementation plan of the project/ program 4 Credits Page 300
5		BROGOT503A Develop potential in subordinates 4 Credits Page 291	BROGOR503A Maximize utilization of different resources 4 Credits Page 295	BROGOM503A Manage changes in operations / systems that affect customers 4 Credits Page 298	BROGOP503A Monitor project/ program implementation progress 4 Credits Page 301
5		BROGOT504A Assist subordinates in achieving their career aspiration 4 Credits Page 292			
4	BROGOA401A Achieve assigned task in team projects  4 Credits Page 283				BROGOP401A Execute the actions according to the project/ program management plan 4 Credits Page 285

**10. Competency Matrix of Other Generic Functional Areas**

<b>QF Level</b>	<b>Drive for Achievement</b>	<b>People Management and Talent Development</b>	<b>Resources Management</b>	<b>Change Management</b>	<b>Project / Program Management</b>
4	BROGOA402A Improve coordination and team performance 4 Credits Page 284				BROGOP402A Report the results of project/program 4 Credits Page 286
3					
2					
1					

## 1. Competency Summary of Retail Banking Service Delivery

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 5</b>	<b>Service Delivery of Loans Products and Mortgage</b>			
	Provide consultative advice to customers on loan product alternatives	BRSDSL501A	4	30
	Conduct assessment on personal loan and proceed with approval	BRSDSL502A	4	31
	<b>Delivery of Wealth Management and Investment, Insurance and Saving Services</b>			
	Recommend investment, insurance or saving options to customers	BRSDSW501A	4	32
	<b>Delivery of Card Product Related Services</b>			
	Conduct review on existing card products	BRSDSC501A	4	33
	Recruit credit card merchant members	BRSDSC502A	4	34
	<b>Delivery of Branch Services</b>			
	Design service delivery activities for branch	BRSDSB501A	4	35
	Establish service standards of bank branch counter services	BRSDSB502A	4	36
	<b>Delivery of Services in Other Channels</b>			
	Develop strategies, policies and processes for call center services	BRSDSO501A	4	37
	Design services in phone banking	BRSDSO502A	4	38
	Design services in e-banking	BRSDSO503A	4	39
	Design services offered through automatic banking machines	BRSDSO504A	4	40
	Develop directions in direct sales	BRSDSO505A	4	41
<b>Level 4</b>	<b>Service Delivery of Loans Products and Mortgage</b>			
	Understand customers needs in loan financing	BRSDSL401A	4	14
	Negotiate terms of agreement with loan applicants	BRSDSL402A	4	15
	<b>Delivery of Wealth Management and Investment, Insurance and Saving Services</b>			
	Conduct financial planning assessment for customers	BRSDSW401A	4	16
	Conduct review on financial needs of customers	BRSDSW402A	4	17
	Carry out regular review on the performance of investment, insurance and saving plans of customers	BRSDSW403A	4	18
	<b>Delivery of Card Product Related Services</b>			
	Promote card products to customers	BRSDSC401A	4	19
	Manage credit card merchant members	BRSDSC402A	4	20
	<b>Delivery of Branch Services</b>			
	Oversee branch operations on service delivery	BRSDSB401A	4	21
	Handle problems in daily operations in branches	BRSDSB402A	4	22
	Monitor counter services in bank branches	BRSDSB403A	4	23
	Arrange products and services promotion in branch	BRSDSB404A	4	24
	<b>Delivery of Services in Other Channels</b>			
	Perform call center management functions	BRSDSO401A	4	25
	Monitor performance of staff in phone banking	BRSDSO402A	4	26
	Perform e-banking management activities	BRSDSO403A	4	27
	Coordinate with vendor of automatic banking machines	BRSDSO404A	4	28
	Perform direct sales team management functions	BRSDSO405A	4	29

### 1. Competency Summary of Retail Banking Service Delivery

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 3</b>	<b>Service Delivery of Account Services</b>			
	Handle requests of customers in relation to account services	BRSDSD301A	3	1
	Open, maintain and terminate bank accounts for customers	BRSDSD302A	3	2
	Process accounts transactions for customers to manage fund flow	BRSDSD303A	3	3
	Process transactions related to interbank account services of customers or transactions of foreign exchange services	BRSDSD304A	3	4
	<b>Service Delivery of Loans Products and Mortgage</b>			
	Handle administrative work of loan application	BRSDSL301A	3	5
	<b>Delivery of Wealth Management and Investment, Insurance and Saving Services</b>			
	Handle applications of investment, insurance and saving products	BRSDSW301A	3	6
	<b>Delivery of Card Product Related Services</b>			
	Handle applications of credit / debit cards for customers	BRSDSC301A	3	7
	<b>Delivery of Branch Services</b>			
	Execute daily operations in branches	BRSDSB301A	3	8
	Provide counter services in bank branches	BRSDSB302A	3	9
	Perform cross-selling to help promote bank products and services in branches	BRSDSB303A	3	10
	<b>Delivery of Services in Other Channels</b>			
	Handle customer phone calls at call centers	BRSDSO301A	3	11
	Perform frontline phone banking activities	BRSDSO302A	3	12
	Oversee daily operations of automatic banking machines	BRSDSO303A	3	13

## 2. Competency Summary of Retail Banking Operations and Support

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 6</b>	<b>Operation Planning</b>			
	Formulate bank-wide policies and procedures of operation and support	BROSOO601A	5	66
	<b>Loan and Mortgage Processing</b>			
	Formulate guidelines of loan or mortgage processing	BROSOL601A	5	67
	<b>Investment, Insurance and Saving Services Processing</b>			
	Set guidelines for processing services related to investment, insurance and saving	BROSOI601A	5	68
	<b>Credit Card Processing</b>			
	Develop and enforce policies and operational procedures on credit card business	BROSOC601A	5	69
<b>Level 5</b>	<b>Operation Planning</b>			
	Design and review daily operation procedures	BROSOO501A	4	58
	<b>Loan and Mortgage Processing</b>			
	Determine approval or rejection on loan or mortgage applications	BROSOL501A	4	59
	Develop and monitor property valuation process	BROSOL502A	4	60
	<b>Investment, Insurance and Saving Services Processing</b>			
	Formulate terms and agreements for investment, insurance and saving services	BROSOI501A	4	61
	Develop service protocol together with product vendors for investment, insurance and saving services	BROSOI502A	4	62
	<b>Credit Card Processing</b>			
	Make decision on approval or rejection on credit card applications	BROSOC501A	4	63
	<b>Vendor Management</b>			
	Identify needs of credit card related vendor services and develop vendor acquisition plan	BROSOV501A	4	64
	Oversee procurement and monitor vendors' performance related to credit card service provision	BROSOV502A	4	65
<b>Level 4</b>	<b>Operation Planning</b>			
	Plan and implement operations support	BROSOO401A	4	49
	<b>Loan and Mortgage Processing</b>			
	Consolidate information on loan or mortgage applications	BROSOL401A	4	50
	Conduct property valuation for mortgage	BROSOL402A	4	51
	<b>Investment, Insurance and Saving Services Processing</b>			
	Process applications of investment, insurance and saving services	BROSOI401A	4	52
	Provide operation support on investment, insurance and saving services	BROSOI402A	4	53
	<b>Credit Card Processing</b>			
	Manage credit card business portfolio	BROSOC401A	4	54
	Handle credit card transactions processing	BROSOC402A	4	55
	Provide comprehensive account services to credit card customers	BROSOC403A	4	56
	<b>Vendor Management</b>			
	Uphold quality of vendor services	BROSOV401A	4	57

## 2. Competency Summary of Retail Banking Operations and Support

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 3</b>	<b>Accounts Transaction Processing</b>			
	Conduct verification and checking in transaction processing of banking accounts	BROSOD301A	3	42
	Conduct account transactions	BROSOD302A	3	43
	Maintain transaction records of bank accounts	BROSOD303A	3	44
	Handle remittance transactions	BROSOD304A	3	45
	<b>Loan and Mortgage Processing</b>			
	Handle approved loan or mortgage transaction processing	BROSOL301A	3	46
	Maintain loan account transaction records	BROSOL302A	3	47
	<b>Investment, Insurance and Saving Services Processing</b>			
	Maintain transaction records for investment, insurance and saving services	BROSOI301A	3	48

### 3. Competency Summary of Credit Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 6</b>	<b>Credit Strategy, Policy and Procedure Development</b>			
	Develop new products / features for credit-based solutions offered by the bank	BRCMCR601A	5	92
	Formulate the overall credit strategy in retail banking for the whole bank	BRCMCR602A	5	93
	<b>Portfolio Management</b>			
	Manage the quality of the bank's credit assets	BRCMCP601A	5	94
<b>Level 5</b>	<b>Credit Strategy, Policy and Procedure Development</b>			
	Analyze economic environment and the implications on credit management	BRCMCR501A	4	80
	Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank	BRCMCR502A	4	81
	<b>Credit Acquisition</b>			
	Conduct credit assessment for credit applications	BRCMCA501A	4	82
	Determine terms and conditions for credit proposals according to the financial strength of applicants	BRCMCA502A	4	83
	Authorize credit applications	BRCMCA503A	4	84
	Evaluate the performance of credit business and make suggestions	BRCMCA504A	4	85
	<b>Portfolio Management</b>			
	Evaluate market value of collateral and risks associated with the loan	BRCMCP501A	4	86
	Manage and control the risks associated with the credit assets of the bank (e.g. securitization)	BRCMCP502A	4	87
	<b>Debt Collections</b>			
	Formulate policies in managing bad and doubtful debts	BRCMCD501A	4	88
	Implement legal actions on unpaid debt customers	BRCMCD502A	4	89
	<b>Credit Systems and Maintenance</b>			
	Provide consultancy service to customers on credit risks	BRCMCS501A	4	90
	Identify gaps in existing credit management systems	BRCMCS502A	4	91
<b>Level 4</b>	<b>Credit Strategy, Policy and Procedure Development</b>			
	Monitor credit related activities to ensure adherence to the established guidelines / regulations	BRCMCR401A	4	73
	<b>Credit Acquisition</b>			
	Collect information for assessing credits	BRCMCA401A	4	74
	<b>Debt Collections</b>			
	Negotiate with debtors about overdue debts	BRCMCD401A	4	75
	Monitor progress of debt collections	BRCMCD402A	4	76
	Collect bad and doubtful debts	BRCMCD403A	4	77
	<b>Credit Systems and Maintenance</b>			
	Initiate and coordinate IT applications in related systems for effective performance of all key functions of credit management	BRCMCS401A	4	78
	Provide learning activities to disseminate knowledge on credit management	BRCMCS402A	4	79

### 3. Competency Summary of Credit Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 3</b>	<b>Credit Acquisition</b>			
	Handle follow-up process of approved credit application	BRCMCA301A	3	70
	<b>Debt Collections</b>			
	Collect payments from debtors	BRCMCD301A	3	71
	<b>Credit Systems and Maintenance</b>			
	Prepare documents in relations to credit risk management	BRCMCS301A	3	72

#### 4. Competency Summary of Compliance and Risk Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 6</b>	<b>Compliance</b>			
	Formulate policies and internal standards on compliance	BRCRCC601A	5	120
	Develop complementary system to support enforcement of compliance policies	BRCRCC602A	5	121
	Establish and maintain monitoring procedures and measures to track compliance fulfillment	BRCRCC603A	5	122
	<b>Legal Advice</b>			
	Formulate policies on handling suspicious and illegal activities	BRCRCL601A	5	123
	<b>Risk Control</b>			
	Establish overall risk management policies and governance structure	BRCRCI601A	5	124
	<b>Business Continuity Planning</b>			
	Formulate business continuity policies	BRCRCB601A	5	125
	<b>Audit</b>			
	Formulate audit policies and approaches	BRCRCT601A	5	126
	Develop policies for audit reporting	BRCRCT602A	5	127

#### 4. Competency Summary of Compliance and Risk Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 5</b>	<b>Compliance</b>			
	Conduct monitoring and handle breaching of laws	BRCRCC501A	4	98
	Review compliance programmes of the bank	BRCRCC502A	4	99
	Manage training and education on compliance	BRCRCC503A	4	100
	Liaise with regulators and handle regulatory examinations	BRCRCC504A	4	101
	Set internal policies on and regulate registration and licensing	BRCRCC505A	4	102
	<b>Legal Advice</b>			
	Provide professional services on legal issues	BRCRCL501A	4	103
	Communicate information on new or revised legal / statutory requirements	BRCRCL502A	4	104
	Investigate suspicious and illegal activities	BRCRCL503A	4	105
	<b>Risk Control</b>			
	Establish risk management plan	BRCRCI501A	4	106
	Conduct risk assessment	BRCRCI502A	4	107
	Monitor risks level of the operations	BRCRCI503A	4	108
	Design measures to alleviate and mitigate risks	BRCRCI504A	4	109
	<b>Business Continuity Planning</b>			
	Analyze business impact due to different kinds of disasters	BRCRCB501A	4	110
	Develop business continuity plan	BRCRCB502A	4	111
	Evaluate effectiveness of business continuity plan	BRCRCB503A	4	112
	<b>Financial Control</b>			
	Analyze financial status of the bank	BRCRCF501A	4	113
	Conduct budget monitoring	BRCRCF502A	4	114
	Manage financial information	BRCRCF503A	4	115
	Oversee regulatory reporting	BRCRCF504A	4	116
	<b>Audit</b>			
	Design audit programme	BRCRCT501A	4	117
	Conduct audit programme tracking and monitoring	BRCRCT502A	4	118
	Evaluate effectiveness of audit programmes	BRCRCT503A	4	119
<b>Level 4</b>	<b>Compliance</b>			
	Monitor subordinates' behaviors to ensure professionalism of banking practitioners	BRCRCC401A	4	96
	<b>Audit</b>			
	Conduct audit reporting	BRCRCT401A	4	97
<b>Level 3</b>	<b>Compliance</b>			
	Maintain high professional standards during job execution	BRCRCC301A	3	95

### 5. Competency Summary of Technology Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 6</b>	<b>Information Security</b>			
	Develop IT security policies	BRTMTI601A	5	153
	<b>Enterprise Intelligence</b>			
	Establish policies on database management	BRTMTE601A	5	154
	<b>Technology Infrastructure</b>			
	Formulate plan on technological improvement in customer service	BRTMTT601A	5	155
<b>Level 5</b>	<b>Information Security</b>			
	Build necessary infrastructures to support policies on IT security	BRTMTI501A	4	136
	Monitor security level in IT systems	BRTMTI502A	4	137
	Perform incident response management for IT issues	BRTMTI503A	4	138
	<b>Enterprise Intelligence</b>			
	Design database system for managing enterprise intelligence	BRTMTE501A	4	139
	Plan for data collection and data management for building enterprise intelligence system	BRTMTE502A	4	140
	Develop data analysis programmes in intelligence systems	BRTMTE503A	4	141
	<b>Technology Infrastructure</b>			
	Design and construct interface / system (e.g. ATM, e-Banking) on customer service	BRTMTT501A	4	142
	Evaluate effectiveness of IT systems on customer services and identify improvement needs	BRTMTT502A	4	143
	Develop and update IT architecture to facilitate products and services delivery	BRTMTT503A	4	144
	<b>Design, Development and Implementation</b>			
	Identify and analyze technology needs of the bank	BRTMTD501A	4	145
	Perform system development and engineering	BRTMTD502A	4	146
	Acquire technological tools and solutions from technology service providers for system development	BRTMTD503A	4	148
	Acquire technological tools and solutions from technology service providers for system development	BRTMTD503A	4	147
	Conduct system evaluation	BRTMTD504A	4	149
	<b>Operations, Support and Quality Delivery</b>			
	Manage support services of technology systems	BRTMTO501A	4	150
	Monitor change management when implementing new systems or systems updates	BRTMTO502A	4	151
	Design and monitor system recovery	BRTMTO503A	4	152

### 5. Competency Summary of Technology Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 4</b>	<b>Information Security</b>			
	Assess security risks in IT systems	BRTMTI401A	4	129
	<b>Enterprise Intelligence</b>			
	Monitor daily operations of intelligence systems	BRTMTE401A	4	130
	<b>Technology Infrastructure</b>			
	Monitor the operations of customer service systems to ensure a smooth applications	BRTMTT401A	4	131
	<b>Design, Development and Implementation</b>			
	Oversee the implementation of new technology systems	BRTMTD401A	4	132
	Facilitate the use of new technology systems	BRTMTD402A	4	133
	<b>Operations, Support and Quality Delivery</b>			
	Offer help desk services	BRTMTO401A	4	134
	Provide field support in resolving problems in the technology systems	BRTMTO402A	4	135
<b>Level 3</b>	<b>Design, Development and Implementation</b>			
	Carry out maintenance on technology systems	BRTMTD301A	3	128

## 6. Competency Summary of Product Development and Brand Marketing

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 7</b>	<b>Product Development Framework and Marketing Strategy Formulation</b>			
	Create an unique positioning strategy for the bank in marketing and product development	BRPDPF701A	5	191
<b>Level 6</b>	<b>Market Research and Business Intelligence</b>			
	Conduct research on market analysis and review	BRPDPI601A	5	188
	<b>Product Development Framework and Marketing Strategy Formulation</b>			
	Formulate product strategies in different customer segments which are aligned with the bank's business target	BRPDPF601A	5	189
	<b>Brand Marketing</b>			
	Formulate corporate brand building strategy	BRPDPB601A	5	190
<b>Level 5</b>	<b>Market Research and Business Intelligence</b>			
	Develop customer segmentation, identify their needs in product	BRPDPI501A	4	167
	Develop knowledge systems for retail banking operations	BRPDPI502A	4	168
	<b>Product Development Framework and Marketing Strategy Formulation</b>			
	Develop measurement mechanism on ROI to assess investment in product development	BRPDPF501A	4	169
	Establish product development procedures	BRPDPF502A	4	170
	Monitor the effectiveness and progress of product development	BRPDPF503A	4	171
	<b>Product Development</b>			
	Manage the product portfolio of the bank based on product strategies	BRPDPD501A	4	172
	Structure product architecture	BRPDPD502A	4	173
	Determine pricing for the products and services	BRPDPD503A	4	174
	Conduct profitability forecast and cost analysis	BRPDPD504A	4	175
	Manage the design and analysis of product acceptance test	BRPDPD505A	4	176
	Design suitable systems and determine appropriate channels for product delivery	BRPDPD506A	4	177
	Design operational procedures of new products	BRPDPD507A	4	178
	Source and manage products and services provided by external vendors	BRPDPD508A	4	179
	<b>Product Launching Implementation and Management</b>			
	Develop the implementation plan for product launch	BRPDPM501A	4	180
	Evaluate effectiveness of product launch	BRPDPM502A	4	181
	<b>Product Promotion</b>			
	Identify niche and major selling points of individual products	BRPDPP501A	4	182
	Develop promotional activities for new products to increase market awareness	BRPDPP502A	4	183
	Prepare budget and manage marketing expenditure of specific product to ensure reasonable ROI is attained	BRPDPP503A	4	184
	<b>Brand Marketing</b>			
	Formulate communication strategy on corporate branding	BRPDPB501A	4	185
	Create and produce enduring and consistent advertising campaigns to promote the corporate brand	BRPDPB502A	4	186
	Prepare budget and manage expenditure on marketing the corporate brand of the bank to ensure reasonable ROI is attained	BRPDPB503A	4	187

## 6. Competency Summary of Product Development and Brand Marketing

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 4</b>	<b>Market Research and Business Intelligence</b>			
	Collect and consolidate market intelligence for understanding market trend	BRPDPI401A	4	156
	Operate knowledge systems to input and retrieve information	BRPDPI402A	4	157
	<b>Product Development</b>			
	Perform product acceptance test	BRPDPI401A	4	158
	<b>Product Launching Implementation and Management</b>			
	Draw up product portfolio for complex products	BRPDPM401A	4	159
	Prepare for the implementation of product launch	BRPDPM402A	4	160
	Provide product information to support the selling process	BRPDPM403A	4	161
	<b>Product Promotion</b>			
	Produce promotion materials in alignment with corporate identity specification	BRPDPP401A	4	162
	Conduct promotion programme evaluation	BRPDPP402A	4	163
	<b>Brand Marketing</b>			
	Arrange appropriate communication activities to build and enhance brand salience as well as brand equity	BRPDPB401A	4	164
	Monitor and ensure consistency in using corporate identity throughout the bank	BRPDPB402A	4	165
	Conduct programme evaluation on brand marketing to ensure high degree of acquaintance of the bank	BRPDPB403A	4	166

### 7. Competency Summary of Quality Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 5</b>	<b>Quality Management Strategy / System Development and Maintenance</b>			
	Formulate strategies and policies in quality management	BRMQS501A	4	198
	Establish quality standards for different operations	BRMQS502A	4	199
	Develop procedures in quality control	BRMQS503A	4	200
	Manage benchmarking analysis on quality management	BRMQS504A	4	201
	<b>Quality Assurance on Retail Banking Sales and Service Delivery</b>			
	Develop and enforce performance standards in customer service	BRMQA501A	4	202
	Monitor and control quality of product and services offered	BRMQA502A	4	203
	<b>Continuous Process Improvement</b>			
	Identify areas required for quality enhancement	BRMQI501A	4	204
	Design measures to improve existing processes	BRMQI502A	4	205
	<b>Customer Experience Management</b>			
	Identify measures to improve customer experience	BRMQE501A	4	206
	Manage feedback from different parties in order to protect bank's image	BRMQE502A	4	207
<b>Level 4</b>	<b>Quality Management Strategy / System Development and Maintenance</b>			
	Provide education in quality management throughout the bank	BRMQS401A	4	193
	Prepare documentation related to the quality management system	BRMQS402A	4	194
	<b>Continuous Process Improvement</b>			
	Implement the process improvement plan	BRMQI401A	4	195
	Prepare accurate and appropriate reports on process improvement evaluation	BRMQI402A	4	196
	<b>Customer Experience Management</b>			
	Deliver excellent customer service	BRMQE401A	4	197
<b>Level 3</b>	<b>Customer Experience Management</b>			
	Handle complaints from customers	BRMQE301A	4	192

## 8. Competency Summary of Sales and Relationship Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 6</b>	<b>Sales Strategy &amp; Implementation Plan Formulation</b>			
	Identify business opportunities to maximize the sales of products and services	BRSRSF601A	5	242
	Formulate sales strategies and targets	BRSRSF602A	5	243
	<b>Sales Team Management</b>			
	Perform sales forecasting	BRSRST601A	5	244
	<b>Customer Relationship Development</b>			
	Develop Customer Relationship Management (CRM) systems	BRSRSR601A	5	245
<b>Level 5</b>	<b>Sales Strategy &amp; Implementation Plan Formulation</b>			
	Develop sales plan and implementation details for different teams	BRSRSF501A	4	227
	Develop marketing and promotional programmes	BRSRSF502A	4	228
	<b>Product and Service Selling</b>			
	Develop recommendations on bank products and services to customers	BRSRSS501A	4	229
	<b>Sales Cycle Management</b>			
	Design sales leads generation programme	BRSRSM501A	4	230
	Manage and coordinate the sales and promotional activities of different sales and service channels	BRSRSM502A	4	231
	Manage and coordinate the sales and promotional activities of different sales and service channels	BRSRSM502A	4	232
	Develop measures to ensure the provision of quality customer services	BRSRSM503A	4	233
	Track and monitor sales activities	BRSRSM504A	4	234
	<b>Sales Team Management</b>			
	Set sales target for sales team or individual sales staff	BRSRST501A	4	235
	Perform sales coaching	BRSRST502A	4	236
	Evaluate sales performance	BRSRST503A	4	237
	Develop selling skills of sales force	BRSRST504A	4	238
	<b>Customer Relationship Development</b>			
	Develop programs or activities to maintain and intensify customer relationship	BRSRSR501A	4	239
	Design services for different customer accounts	BRSRSR502A	4	240
	Manage customer profile and sales record	BRSRSR503A	4	241

## 8. Competency Summary of Sales and Relationship Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 4</b>	<b>Sales Strategy &amp; Implementation Plan Formulation</b>			
	Collect information to identify market trends and customer needs of different segments	BRSRSF401A	4	215
	Plan for implementation details of the marketing and promotional activities	BRSRSF402A	4	216
	<b>Product and Service Selling</b>			
	Perform customer needs analysis and risk profiling	BRSRSS401A	4	217
	Explain recommendations on bank products and services to customers	BRSRSS402A	4	218
	Handle customer's feedback on products and services recommendations	BRSRSS403A	4	219
	Gain customer commitment in buying products and services	BRSRSS404A	4	220
	<b>Sales Cycle Management</b>			
	Perform sales leads management	BRSRSM401A	4	221
	Perform compliance control and monitoring functions	BRSRSM402A	4	222
	Provide support to marketing and promotion activities	BRSRSM403A	4	223
	Disseminate promotion materials to sales staff	BRSRSM404A	4	224
	<b>Sales Team Management</b>			
	Update product knowledge of team members	BRSRST401A	4	225
	<b>Customer Relationship Development</b>			
	Handle customer enquiry	BRSRSR401A	4	226
<b>Level 3</b>	<b>Product and Service Selling</b>			
	Organize and review customer data to identify sales lead	BRSRSS301A	3	208
	<b>Sales Cycle Management</b>			
	Record and report sales activities	BRSRSM301A	3	209
	Provide back office support to sales activities	BRSRSM302A	3	210
	<b>Customer Relationship Development</b>			
	Generate data or report by using Customer Relationship Management (CRM) systems	BRSRSR301A	3	211
	Execute accounts services	BRSRSR302A	3	212
	Safeguard customer information to enhance security	BRSRSR303A	3	213
	Build and maintain relationship with customers	BRSRSR304A	3	214

## 9. Competency Summary of Strategic Business Development and General Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 7</b>	<b>Global Business Acumen</b>			
	Formulate business strategies for the bank	BRBDBG701A	5	282
<b>Level 6</b>	<b>Global Business Acumen</b>			
	Anticipate global economic development	BRBDBG601A	5	278
	Analyze profit potential of different markets / regions	BRBDBG602A	5	279
	<b>Strategic Human Resources Management</b>			
	Establish strategic human resources management policies	BRBDBH601A	5	280
	<b>Strategic Financial Management</b>			
	Establish a healthy framework of financial management	BRBDBF601A	5	281
<b>Level 5</b>	<b>Global Business Acumen</b>			
	Determine approach in achieving the business strategies	BRBDBG501A	4	259
	Develop business plan and action items for the identified business strategies	BRBDBG502A	4	260
	Monitor implementation of business plan to ensure achievement of desired results	BRBDBG503A	4	261
	Evaluate achievement of business initiatives and improve their effectiveness	BRBDBG504A	4	262
	<b>Strategic Human Resources Management</b>			
	Design organizational structure	BRBDBH501A	4	263
	Devise compensation and benefits scheme in alignment with business needs	BRBDBH502A	4	264
	Develop employees with a foresight by providing appropriate training to meet strategic business requirements	BRBDBH503A	4	265
	Establish and maintain effective human resources information systems and policies	BRBDBH504A	4	266
	<b>Strategic Financial Management</b>			
	Prepare budget to support business development strategies	BRBDBF501A	4	267
	Manage inflow cash and collection mechanisms	BRBDBF502A	4	268
	Manage outflow cash and disbursement mechanisms	BRBDBF503A	4	269
	Manage cash flow of the bank	BRBDBF504A	4	270
	Prepare financial statements for the bank	BRBDBF505A	4	271
	<b>Strategic Resources Management</b>			
	Develop plan in property management	BRBDBR501A	4	272
	Design workplace and work processes which can comply to occupational safety and health standards	BRBDBR502A	4	274
	Design workplace and work processes which can comply to occupational safety and health standards	BRBDBR502A	4	273
	Establish and sustain smooth supply chain of office equipment	BRBDBR503A	4	275
	<b>Corporate Responsibility (CR) Fulfillment</b>			
	Develop CR strategies/ planning	BRBDBC501A	4	276
	Integrate CR initiatives into daily work	BRBDBC502A	4	277

## 9. Competency Summary of Strategic Business Development and General Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 4</b>	<b>Strategic Human Resources Management</b>			
	Perform manpower planning	BRBDBH401A	4	250
	Define the job role of each position and conduct job evaluation	BRBDBH402A	4	251
	Identify suitable person to fill up job vacancy	BRBDBH403A	4	252
	Implement performance management system to help deliver strategic results	BRBDBH404A	4	253
	Handle administrative activities in compensation and benefits	BRBDBH405A	4	254
	Provide learning activities to support the development of the bank	BRBDBH406A	4	255
	Improve employee engagement	BRBDBH407A	4	256
	Execute disciplinary actions	BRBDBH408A	4	257
	<b>Corporate Responsibility (CR) Fulfillment</b>			
	Educate internal and external stakeholders on CR	BRBDBC401A	4	258
<b>Level 3</b>	<b>Strategic Financial Management</b>			
	Carry out routine administration on the bank's financial database	BRBDBF301A	3	246
	Perform book keeping	BRBDBF302A	3	247
	<b>Strategic Resources Management</b>			
	Arrange repair and replacement of equipment, furniture and fixtures for their maintenance	BRBDBR301A	3	248
	Assist in the delivery of fringe benefit scheme and other related services	BRBDBR302A	3	249

### 10. Competency Summary of Other Generic Functional Areas

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
<b>Level 7</b>	<b>Drive for Achievement</b>			
	Identify new opportunities on business development	BROGOA701A	5	304
<b>Level 6</b>	<b>Drive for Achievement</b>			
	Build alignment among different team members to work towards a unified goal	BROGOA601A	5	302
	<b>Change Management</b>			
	Determine the strategies in change management	BROGOM601A	5	303
<b>Level 5</b>	<b>Drive for Achievement</b>			
	Supervise team members in accomplishing task assignments during the course of work	BROGOA501A	4	287
	Solve problems creatively to maximize efficiency	BROGOA502A	4	288
	<b>People Management and Talent Development</b>			
	Manage work performance of subordinates	BROGOT501A	4	289
	Manage substandard performance of subordinates	BROGOT502A	4	290
	Develop potential in subordinates	BROGOT503A	4	291
	Assist subordinates in achieving their career aspiration	BROGOT504A	4	292
	<b>Resources Management</b>			
	Plan for resources allocation	BROGOR501A	4	293
	Expand existing resources pool	BROGOR502A	4	294
	Maximize utilization of different resources	BROGOR503A	4	295
	<b>Change Management</b>			
	Direct employees to transit from the current state to a desired future state strategically	BROGOM501A	4	296
	Redesign work process in response to changes	BROGOM502A	4	297
	Manage changes in operations / systems that affect customers	BROGOM503A	4	298
	<b>Project / Program Management</b>			
	Set up project/ program team and establish infrastructure	BROGOP501A	4	299
	Develop implementation plan of the project/ program	BROGOP502A	4	300
	Monitor project/ program implementation progress	BROGOP503A	4	301
<b>Level 4</b>	<b>Drive for Achievement</b>			
	Achieve assigned task in team projects	BROGOA401A	4	283
	Improve coordination and team performance	BROGOA402A	4	284
	<b>Project / Program Management</b>			
	Execute the actions according to the project/ program management plan	BROGOP401A	4	285
	Report the results of project/ program	BROGOP402A	4	286

> 1 . Retail Banking Service Delivery > Service Delivery of Account Services	
1. Title	Handle requests of customers in relation to account services
2. Code	BRSDSD301A
3. Range	Service delivery of all kinds of customer requests related to account services (e.g. deposit, withdrawal, remittance, cheques) through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand accounts services of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the different types of bank accounts and their services</li> <li>● Understand the procedures on executing different account services in order to answer customers' enquiries independently</li> <li>● Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul> <p>6.2 Understand financial needs of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Solicit relevant information regarding the requests of customers</li> <li>● Understand customers' genuine financial needs based on information provided</li> </ul> <p>6.3 Handle customer's enquiries in regards to different kinds of account services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Answer customers' enquiries related to features, process and other details of various kinds of account services</li> <li>● Explain procedures to customers and advise on conditions or terms which require special attention</li> <li>● Make recommendations on feasible options according to identified needs of customers</li> </ul> <p>6.4 Refer customers to related business unit(s)</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Refer customers to related business units when the scope of enquiry is beyond deposit and saving products</li> <li>● Explain to customer why it is more appropriate to have another business unit(s) to handle his/her enquiry</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Accurate information is provided to customers in response to their enquiries on particular kinds of account services in a professional manner</p> <p>7.2 Feasible options on different kinds of account services can be provided to customers for consideration</p> <p>7.3 Customers are informed of the reasons why referral to another business unit(s) of the bank is required when necessary</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Service Delivery of Account Services	
1. Title	Open, maintain and terminate bank accounts for customers
2. Code	BRSDSD302A
3. Range	Conduct account management which covers processes from opening, maintenance and termination. This applies to different types of banking accounts such as ordinary checking account, savings deposit, time deposit and other deposit account of foreign currencies through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand account services of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the different types of bank accounts and their services</li> <li>● Understand the bank's procedures on opening, maintaining and terminating customer's accounts in order to execute the task independently</li> <li>● Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul> <p>6.2 Open accounts for customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines to ensure all necessary procedures and related forms are completed</li> <li>● Request customers to provide relevant information and documentation for the opening of different types of deposit accounts</li> <li>● Pass information to internal units, ensure accurate data input and act as a reference point between the processing units and customers</li> <li>● Follow up status of account opening and notify customers the underlying reasons for failure of applications when necessary</li> <li>● Advise customers the draft / cheque collection process, thus the hold fund period, should the initial deposit be a bank draft / foreign currency cheque which is drawn outside Hong Kong</li> </ul> <p>6.3 Maintain accounts for customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Advise customers to submit required documentation for renewal of different types of deposit accounts and complying with banking regulations (e.g. KYC)</li> <li>● Process customer and account information updating procedures regularly or when account holder's data is changed</li> </ul> <p>6.4 Terminate accounts for customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ask appropriate questions to understand why customers would like to cancel the account and propose alternative solutions if necessary</li> <li>● Execute the procedures in accounts termination according to the bank's stated guidelines</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All new accounts are opened with relevant supporting documents and proper procedures</p> <p>7.2 Customer and account information is accurate and updated on regular basis</p> <p>7.3 All requests of accounts termination are executed according to the bank's stated guidelines</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Service Delivery of Account Services	
1. Title	Process accounts transactions for customers to manage fund flow
2. Code	BRSDSD303A
3. Range	Process and manage fund flow of all kinds of accounts through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand account services of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the different types of bank accounts and their services</li> <li>● Understand the bank's procedures on processing transaction of different accounts services in order to execute the task independently</li> <li>● Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul> <p>6.2 Execute deposit and withdrawal procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure authenticity of depositing cash and cheques (e.g. counterfeited notes; forged signature, etc.)</li> <li>● Verify information on the cheques (e.g. identity of beneficiaries or other things related to legality of the transactions) for cheque endorsement</li> <li>● Verify validity of any signatures or identification of customers for all kinds of deposit withdrawal or encashment</li> <li>● Record transactions into computer and issue receipts</li> </ul> <p>6.3 Manage fund flow</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor cashing of different kinds of cheques after verifying the amounts and checking the deposit slips</li> <li>● Accept deposit and withdrawal by cash or cheque or fund transfer within the bank or to other banks (e.g. remittance), in local or foreign currencies within an assigned limit after verifying information related to the transaction</li> <li>● Comply to internal guidelines regarding anti-money laundering to detect any suspicious transactions and report to management promptly</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Fund deposit, withdrawal, encashment or transfer are processed after verifying customer signature or identification</p> <p>7.2 Deposit and withdrawal in any kinds are processed after verifying information related to the transaction</p> <p>7.3 All transactions of customer accounts are processed accurately and in compliance with the bank's internal procedures and external regulations</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Service Delivery of Account Services**

1. Title	Process transactions related to interbank account services of customers or transactions of foreign exchange services
2. Code	BRSDSD304A
3. Range	Service delivery of account services by processing interbank transactions of both local and foreign currency accounts for customers through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand procedures on interbank account services and foreign exchange services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's procedures on processing transaction of interbank account services and foreign exchange services in order to execute the task independently</li> <li>● Understand the relevant banking regulations (e.g. securities, privacy, anti-money laundering) in local and overseas jurisdictions to prevent breaching of law</li> </ul> <p>6.2 Execute standard procedures of accounts services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Handle different types of transaction in different currencies which involve exchange control or regulatory requirement and complete the related forms and registration</li> <li>● Sell or buy foreign currencies for foreign exchange accounts transactions, travelers' cheques and other transactional products</li> <li>● Handle payment of bills using deposit accounts and ensure completion of relevant documents</li> </ul> <p>6.3 Liaise with other banks to process account transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Process local or overseas fund transfers through liaison with other local and foreign banks</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All interbank transactions and transactions involving foreign exchange are undertaken in compliance with the standard procedures of the bank and external regulations</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Service Delivery of Loans Products and Mortgage**

1. Title	Handle administrative work of loan application
2. Code	BRSDSL301A
3. Range	Handle administrative work of applications related to the whole range of loan and mortgage product transactions made by customers through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the guidelines in loan application</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's guidelines in loan application, relevant banking regulations and code of conduct in order to process the application independently</li> <li>● Understand the purposes, formats and requirements of different types of forms related to loan application in order to complete or conduct checking on the forms independently</li> </ul> <p>6.2 Process application of loan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Instruct applicants to obtain related financial and personal data for applications and assist them to complete necessary paperwork</li> <li>● Check accuracy and completeness of loan applications and help customers to make necessary amendments</li> <li>● Transfer applications to credit analysts or related units for verification and analysis</li> </ul> <p>6.3 Follow up application process</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Keep track of status of applications and contact applicants regarding acceptance or rejection of applications</li> <li>● Open loans account and proceed with other administrative work for customers upon approval of applications</li> <li>● Call for supplementary information or additional supporting documents from customers to complete the loan application</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All necessary documents for loan application are prepared properly which can fulfill the requirements of the bank</p> <p>7.2 Tracking the status of loan applications and ensure customers are well informed of the progress of loan application status</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Wealth Management and Investment, Insurance and Saving Servi**

1. Title	Handle applications of investment, insurance and saving products
2. Code	BRSDSW301A
3. Range	Handle applications of all types of investment, insurance and saving products submitted by customers through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand guidelines and regulations in handling investment, insurance and saving products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Familiarize with the guidelines on compliance on processing applications of investment, insurance and saving products in order to execute the tasks independently</li> <li>● Follow all internal policies, external regulations and code of conduct related to investment, insurance and saving application processing when executing the tasks</li> </ul> <p>6.2 Gather relevant information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Request necessary documents from customers in order to complete the application for them</li> <li>● Provide guidance to customers to gather necessary information (e.g. bank statements, income tax return, etc.)</li> <li>● Verify authenticity of the information provided by customers</li> </ul> <p>6.3 Open accounts for customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Pass information for internal processing and act as a reference point between the internal units and customers</li> <li>● Follow up status of applications with the internal units and notify customers the progress of investment, insurance and saving applications</li> <li>● Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.)</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All necessary documents are prepared for each application of investment, insurance and saving products</p> <p>7.2 Applications on investment, insurance and saving products are processed in accordance with the guidelines of the bank and regulatory requirements</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Card Product Related Services**

1. Title	Handle applications of credit / debit cards for customers
2. Code	BRSDSC301A
3. Range	Delivery of card products related services by explaining to customers the process and supporting documents required for credit card application through direct sales, over counter at branch and/or phone banking in retail banking; and forward the completed application forms to the appropriate operations unit for further assessment
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the process in cards applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the procedures and guidelines in credit / debit cards application in order to execute the tasks independently</li> <li>● Understand regulations and code of conduct related to credit / debit cards to prevent violations</li> </ul> <p>6.2 Gather relevant and accurate information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Gather financial information and request necessary documents from customers by using appropriate communications tactics</li> <li>● Provide guidance to customers to gather necessary information (e.g. bank statements, income tax return, etc.) and answer customer's enquiries related to credit card application</li> <li>● Verify authenticity of the documents provided by customers</li> </ul> <p>6.3 Open credit card accounts for customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Perform work procedures related to credit card account opening for customers</li> <li>● Contact customers for missing documents to facilitate credit checking processes</li> <li>● Pass information for internal processing and act as a reference point between the internal units and customers</li> <li>● Follow up status of applications with the internal units and notify customers the progress of applications</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All necessary documents for credit card application are obtained from customers by using a range of tactful communication skills</p> <p>7.2 All necessary procedures for credit card application are executed according to the bank's guidelines.</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Branch Services**

1. Title	Execute daily operations in branches
2. Code	BRSDSB301A
3. Range	Execute daily operations of bank branches to fulfill different frontline service requests of customers in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand operations requirements in branches</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>● Understand the operating procedures/requirements of the branch in order to provide exceptional services to customers</li> </ul> <p>6.2 Ensure smooth frontline operations in branch</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Respond to customers’ enquires and requests efficiently and accurately</li> <li>● Execute operational procedures in accordance with the bank's standards and other regulatory requirements</li> <li>● Handle problems in operations (e.g. direct customer traffic to ensure operational efficiency)</li> </ul> <p>6.3 Execute back office operational procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Capture and verify transactions details entered into the bank systems</li> <li>● Calculate balance of daily cash flow</li> <li>● Identify and resolve unusual transactions</li> <li>● Resolve all discrepancies and perform reconciliation on a timely basis</li> <li>● Act as custodian of cash vault, blank international money orders, traveler checks, gift checks and other transactional products</li> <li>● Safe keep account documentation</li> </ul> <p>6.4 Develop and maintain customer relationship</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Service customer needs and manage their accounts to develop and maintain customer relationship</li> <li>● Develop and maintain customer relationship with different segments of customers in branches by offering value-added service proactively</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Operational service, both frontline and back office, is carried out in compliance with the bank's standards and other regulatory requirements.</p> <p>7.2 Excellent bank branch - customer relationship is established and maintained by using a wide range of professional communication and servicing skills</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Branch Services	
1. Title	Provide counter services in bank branches
2. Code	BRSDSB302A
3. Range	Delivery of frontline branch services including the handling of customer account transactions, explaining product features to them and answering their inquiries regarding retail banking product and services
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand procedures in counter services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's guidelines in delivering counter services in order to execute the tasks independently</li> <li>● Understand regulatory requirements related to counter services to prevent breaching of law</li> </ul> <p>6.2 Carry out transactions upon customers' requests</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Handle requests of customers and carry out transactions accordingly</li> <li>● Carry out transactions in accordance with the bank's standards, procedures and regulatory requirements</li> <li>● Reconcile error transactions following the bank's guidelines and standard procedures</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Transactions processed over bank branch counter are carried out accurately in accordance with the bank's standards, procedures and external regulatory requirements</p> <p>7.2 Benefits and features of related products or services are explained to customers over counters</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Branch Services	
1. Title	Perform cross-selling to help promote bank products and services in branches
2. Code	BRSDSB303A
3. Range	Cross-sell different types of products and services in branches including but not limited to all kinds of deposit, loans, mortgage, credit card, investment and insurance products and services
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand procedures in cross selling</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the basic features in the bank's products in order to provide suitable information to customers</li> <li>● Understand relevant regulations and code of conduct on cross-selling in order to prevent breaching of law</li> </ul> <p>6.2 Promote products and services in branches</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Distribute product information (e.g. posters and leaflets) to customers which are relevant to their financial needs</li> <li>● Follow the guidelines to introduce features of the promotional items of products and services to customers</li> </ul> <p>6.3 Provide appropriate products and services information to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Handle customers' enquiries on different products and services</li> <li>● Refer customers to relevant business or operation units as and when required</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of product information to customers which can explore the opportunities in cross selling according to the bank's instructions and guidelines</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Handle customer phone calls at call centers
2. Code	BRSDSO301A
3. Range	Delivery of retail banking services including but not limited to the handling of customer complaints, collecting customer feedback and performing proactive out-going product and service sales phone calls via call centre of the bank
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand guidelines in receiving customer calls</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the established service standards of call centre of the bank in order to interact with customers timely and professionally</li> <li>● Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>● Observe regulatory guidelines of call centre and follow the standard procedures of the bank to process transactions requested by customers independently</li> </ul> <p>6.2 Handle customers' enquiries, complaints and feedback over the phone</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Handle customers' enquiries, complaints and feedback about the bank's products and services over the phone</li> <li>● Refer customers' enquiries, complaints and feedback to related business units when appropriate</li> <li>● Redirect complex and difficult customers' complaints to superior when appropriate</li> </ul> <p>6.3 Cross sell appropriate products and services to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Follow the guidelines to introduce features of the promotional items of products and services to customers</li> <li>● Refer customers who show interests in the promoted products and services to relevant business units as and when required</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Customer enquiries, complaints and feedback are handled in a timely and professional manner</p> <p>7.2 Complex customer enquiries, complaints and feedback are properly redirected to superior or other business units as required</p> <p>7.3 Introduction of products and services information to customers and refer interested customers to appropriate units</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels**

1. Title	Perform frontline phone banking activities
2. Code	BRSDSO302A
3. Range	Perform frontline phone banking activities including but not limited to the handling of customer complaints, collecting customer feedback and processing account transaction requested by customers via in-coming phone calls
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand procedures in phone banking operations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>● Understand the bank's guidelines in phone banking operations in order to execute the tasks independently</li> <li>● Understand relevant regulatory requirements to prevent breaching of law</li> </ul> <p>6.2 Handle customers' enquiries, complaints and feedback</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Handle customers' enquiries and requests about the bank's products and services over the phone</li> <li>● Refer qualified customers to relevant business or operations units as appropriate</li> <li>● Redirect complex and difficult customers' enquiries to superior as appropriate</li> </ul> <p>6.3 Retain quality of services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide phone banking services to customers by observing quality standards set by the bank</li> <li>● Report trends of customers' enquiries and requests on the bank's products and services to superior for continuous development and improvements</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Phone banking customer enquiries on different kinds of products and services are handled in an efficient and professional manner according to the bank's guidelines, quality standards and regulatory requirements</p> <p>7.2 Information about the trends of phone banking customer enquiries and needs on the bank's products and services are collected and reported to relevant parties</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Oversee daily operations of automatic banking machines
2. Code	BRSDSO303A
3. Range	Perform daily operations and maintain effective use of automatic banking machines to delivery service to the customers of retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Ensure smooth operation of automatic banking machines</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the functionalities of the automatic banking machines in order to execute the tasks independently</li> <li>● Handle customers' enquiries, complaints and feedback about the use of automatic banking machines according to the bank's guidelines and service standards</li> <li>● Provide clear instructional guidelines to customers for their proper use of automatic banking machines</li> </ul> <p>6.2 Monitor physical conditions of the banking machines</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct regular check on automatic banking machines to ensure normal functioning</li> <li>● Report to vendor in a prompt manner when there is serious breakdown of the machines</li> <li>● Carry out simple repair of automatic banking machines according to operation manual</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Customer enquiries, complaints and feedback concerning the use of automatic banking machines are handled in an efficient and professional manner</p> <p>7.2 Maintenance of automatic banking machines by conducting regular checking and repair</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Service Delivery of Loans Products and Mortgage	
1. Title	Understand customers needs in loan financing
2. Code	BRSDSL401A
3. Range	Contact phone-in, walk-in and referred new customers and existing customers to identify their financial needs on loans products and mortgage through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand guidelines in identifying customer needs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's guidelines in collecting information for loan applicants and employ the appropriate communication approach based on the needs in different loan products and situations</li> <li>● Understand the bank's criteria in qualifying needs in loan products so as to conduct the assessment independently</li> <li>● Understand the relevant regulations (e.g. KYC, privacy) and code of conduct to structure an appropriate communication approach to solicit customer's information for loan products</li> </ul> <p>6.2 Gather relevant information of loan applicants</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Interview applicants to understand their objectives and purposes of loans application</li> <li>● Apply knowledge on loan financing and related product to probe critical data of applicants</li> <li>● Solicit related information or documents which are useful for assessing the current and future financial needs of applicants</li> </ul> <p>6.3 Complete needs assessment on credit applicants</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct credit assessment by applying the bank's framework</li> <li>● Find out financial needs of loan applicants by compiling information according to the bank's guidelines</li> <li>● Construct credit profiles by organizing financial and other related data of applicants</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A range of communication skills are used to identify financial needs of loan applicants</p> <p>7.2 Sufficient information with regard to loan application is provided for credit assessment</p> <p>7.3 Genuine financial needs of applicants are identified so that practical recommendations can be developed</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Service Delivery of Loans Products and Mortgage	
1. Title	Negotiate terms of agreement with loan applicants
2. Code	BRSDSL402A
3. Range	Negotiate and finalize terms of agreement related to all types of loans and mortgage products with customers in accordance with the policies of the bank through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the terms of agreement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the details of the terms of agreement and the rationale behind in order to explain the proposals</li> <li>● Understand the bank's credit policies in order to handle different kinds of enquiries from customers</li> </ul> <p>6.2 Explain terms of agreement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Explain the rationale underlying the repayment schedules, credit terms and interest rates by referring to the credit policies of the bank</li> <li>● Employ different appropriate communication techniques to explain loan agreements to applicants and ensure that they understand and agree with the terms and conditions</li> </ul> <p>6.3 Obtain agreement on the offer of loan products or mortgage products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Negotiate terms of agreement (e.g. repayment period, interest rate) with applicants to arrive at a best solution to both applicants and the bank when necessary</li> <li>● Probe for reasons of rejection when applicants do not accept the terms and convince customers by handling their demands appropriately</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Agreement on the offer of loan products or mortgage that complies with policies of the bank and/or regulatory requirements is reached with loan applicants</p> <p>7.2 Terms and conditions of the loan arrangement clearly explained to customers that mutual understanding and agreement are reached</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Wealth Management and Investment, Insurance and Saving Servi**

1. Title	Conduct financial planning assessment for customers
2. Code	BRSDSW401A
3. Range	Delivery of wealth management, investment and insurance services by constructing need based financial plans for customers through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the process in needs assessment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the principles and objectives of needs assessment so as to collect appropriate information from different customers</li> <li>● Understand the bank's approach in assessing needs in financial planning so as to identify the needs of different clients accurately</li> </ul> <p>6.2 Collect relevant information to understand financial conditions of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Interview customers in order to obtain financial and other related data (e.g. income, expenditure, financial objectives, risk tolerance) for assessing financial conditions of customers</li> <li>● Encourage customers to express their needs and goals on investment</li> <li>● Probe customers tactfully to obtain critical personal data to better understand their financial background</li> </ul> <p>6.3 Examine needs in financial planning</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Calculate the anticipated future income and expenditure of customers by synthesizing data collected</li> <li>● Identify types of financial planning needed by the customers based on their income, financial status and financial needs, etc.</li> <li>● Develop written or oral reports on financial analysis of customers to facilitate their understanding and decision making in investment or insurance</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A range of interviewing skills are used to obtain investment needs, target and all related data for assessing financial conditions of customers</p> <p>7.2 Development of written or oral reports on financial planning assessment are provided to customers to help make decision on investment or insurance planning</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Wealth Management and Investment, Insurance and Saving Servi**

1. Title	Conduct review on financial needs of customers
2. Code	BRSDSW402A
3. Range	Delivery of wealth management, investment, insurance and saving services by reviewing the financial needs of customers based on their changing needs and market environment through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Reassess financial needs of customers                      Be able to:</p> <ul style="list-style-type: none"> <li>● Update financial status and needs of customer and judge whether there are changes in their needs in investment, insurance and saving</li> <li>● Clarify purposes of changed financial needs of customers and assess the gaps between new targets and existing investment portfolio</li> </ul> <p>6.2 Offer advice to customers                      Be able to:</p> <ul style="list-style-type: none"> <li>● Comply with relevant banking regulations and code of conduct while offering advice to customers</li> <li>● Provide answers to the different enquiries of customers and check for their understanding</li> <li>● Keep customers updated on the latest product features, market development and performance of their investment, insurance or saving in order to decide whether changes in strategies are required</li> </ul> <p>6.3 Seek for customer's opinions                      Be able to:</p> <ul style="list-style-type: none"> <li>● Review portfolio of existing customers to assess whether their financial needs are consistently met</li> <li>● Collect customers comments on the bank's products and services and probe causes of compliment or criticism for further analysis</li> <li>● Solicit and pass customers' opinions and feedback to product development team and/or other related parties for improvement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of changes in financial needs after updating the financial status and needs of customers</p> <p>7.2 Provision of advice to customers according to their different needs and enquiries while complying with relevant regulations and code of conduct.</p> <p>7.3 Customers' opinions are obtained and passed to product development team and other related parties for further improvement</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Wealth Management and Investment, Insurance and Saving Servi**

1. Title	Carry out regular review on the performance of investment, insurance and saving plans of customers
2. Code	BRSDSW403A
3. Range	Carry out regular review on the performance of different kinds of investment, insurance and saving plans of customers based on their changing needs and market environment and communicate with customers through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Keep abreast of customers' needs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Update the financial status or needs of customers and judge whether there are changes in their needs in insurance</li> <li>● Clarify the additional needs of customers and assess the gaps between new targets and existing insurance plan</li> </ul> <p>6.2 Offer advice to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Comply with relevant banking regulations and code of conduct while offering advice to customers</li> <li>● Provide information about the other products of the bank and explain how the additional products can better suit their needs</li> <li>● Provide answers to the different enquiries of customers and check for their understanding</li> </ul> <p>6.3 Review investment, insurance and saving plans of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review investment, insurance or saving plans of existing customers to ensure that their protection needs are addressed</li> <li>● Collect customers comments in the services and probe for additional information for identifying the causes</li> <li>● Solicit and pass customers' opinions and feedback to product development team and/or other related parties for improvement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of changes in financial needs after updating the financial status and needs of customers</p> <p>7.2 Provision of advice to customers according to their different needs and enquiries while complying with relevant regulations and code of conduct.</p> <p>7.3 Obtaining customers' opinions are and ensure they are passed to product development team and other related parties for further improvement</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Card Product Related Services	
1. Title	Promote card products to customers
2. Code	BRSDSC401A
3. Range	Promote card products by providing card product related information including but not limited to special card features, hotline services, complaint channels, promotional privileges, reporting procedures of emergency and other ad-hoc events to customers through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have a thorough knowledge of the card products offered by the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the products features of card products offered by the bank (e.g. special card features, hotline services, promotional privileges and reporting procedures of emergency) so as to introduce card products to customers which can match with their needs</li> <li>● Keep abreast of the latest development of card products and understand how their features can match different customer needs</li> <li>● Understand regulations and code of conduct related to card products and sales activities in banking industry to ensure compliance while selling card products</li> </ul> <p>6.2 Introduce different card products' features to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Introduce product features and benefits of different debit / credit cards to customers in accordance with their unique needs</li> <li>● Introduce the unique selling points of card products offered by the bank</li> </ul> <p>6.3 Provide options to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Probe for information on personal profile and financial needs in order to identify suitable card products</li> <li>● Explain pros and cons of different products in accordance with identified customer needs</li> <li>● Recommend suitable types of debit / credit card products by matching customer's needs with product features of different card products</li> <li>● Answer enquiries from customers and give necessary advice to facilitate them to make final decision</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Accurate information is provided to customers in response to their enquiries on different card products' features in professional manner</p> <p>7.2 Recommendation of card products based on understanding of customer needs, pros and cons of different card products, etc.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Card Product Related Services	
1. Title	Manage credit card merchant members
2. Code	BRSDSC402A
3. Range	Manage the performance of and working relationship with credit card merchant members. This applies to merchant members of different categories and transaction volume.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand procedures in managing merchant members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's guidelines in cooperating with credit cards merchant members in order to provide suitable supports</li> <li>● Understand the terms and conditions agreed between the bank and the merchant members in order to monitor their performance</li> </ul> <p>6.2 Provide supporting services to merchant members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor daily transaction records of different merchants and identify operational needs of merchant customers</li> <li>● Provide logistic support on sales and services as well as other supporting activities (e.g. accounts set-up) to merchant members</li> <li>● Liaise with different merchants in joint promotion campaigns to stimulate sales activities and increase sales volume</li> <li>● Handle enquiries and complaints from merchants</li> <li>● Monitor the maintenance record or documentation on merchant files</li> </ul> <p>6.3 Monitor performance of card product merchant members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor merchants' performance in accordance with the service quality standards set by the bank</li> <li>● Conduct periodic checking in merchant investigation and credit checking</li> <li>● Identify unusual findings to management of the bank based on periodic checking in merchant investigation and credit checking</li> <li>● Identify fraud activities with merchants to protect the bank from suffering losses in fraudulent circumstances</li> <li>● Liaise with different business and operation units to handle outstanding payments, chargeback and dispute cases in case of sudden merchant close down</li> <li>● Act as an intermediary between cardholders and merchants to resolve disputes in accordance with regulations of card associations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of different kinds of supporting services to merchant members according to their needs in operations or promotion.</p> <p>7.2 Monitoring of the performance of merchant members according to the bank's standards; identify problems and carry out suitable actions to handle the problems.</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Branch Services**

1. Title	Oversee branch operations on service delivery
2. Code	BRSDSB401A
3. Range	Monitoring the delivery of front line branch services in retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand requirements in service delivery</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the standard operating procedures and quality requirements of different service delivery provided by branches in order to oversee the daily operations effectively</li> <li>● Understand regulatory requirements on branch services in order to ensure compliance with laws and regulations when delivering services</li> </ul> <p>6.2 Oversee branch operations in accordance with guidance set by the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor branch operations to detect any non-compliance with the bank's policies and other regulatory requirements</li> <li>● Monitor branch operations, detect irregularities and carry out remedial actions to ensure smooth operation and efficient customer service delivery</li> <li>● Monitor security controls to protect facilities and premises from any malicious destruction or exposure to unnecessary risks</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitoring of services delivery activities of branches; identifying irregularities and carrying out suitable actions to ensure the smooth operations.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Branch Services	
1. Title	Handle problems in daily operations in branches
2. Code	BRSDSB402A
3. Range	Handle problems related to frontline service delivery of bank branches
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand daily operations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the types of products and services offered by the branch in order to ensure a smooth operation</li> <li>● Understand operational procedures of the branch and other regulatory requirements in order to identify potential problems</li> </ul> <p>6.2 Resolve problems occurred in branch operations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify any deviance from the bank's guidelines and regulatory requirements and carry out remedial measures</li> <li>● Resolve problems in operations and make necessary adjustments (e.g. liaise with other branches for handling customers' requests on exchanging large amount of foreign currencies)</li> <li>● Manage and safe keep cash flow (i.e. local and foreign currencies) of the branch and carry out actions to maintain a sufficient pool of cash holding for satisfying customers' demands when necessary</li> <li>● Oversee procedures for custody of loan collateral, securities, cash etc. ; identify potential risks and provide advice to ensure safekeeping of the bank's assets</li> </ul> <p>6.3 Resolve problems in customer relationship</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify deviances from the bank's guidelines in customer services</li> <li>● Observe service performance of coworkers; identify unsatisfactory performance and provide stimulating feedback for their improvement</li> <li>● Provide assistance to frontline employees who are having problems with customers and resolve their argument</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Different operational procedures of the branch are in compliance with the bank's standards and other regulatory requirements</p> <p>7.2 Resolving problems in maintaining customer relationship and ensure adherence to the bank's guidelines</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Branch Services	
1. Title	Monitor counter services in bank branches
2. Code	BRSDSB403A
3. Range	Monitoring the delivery of frontline branch services including the handling of customer account transactions, explaining product features to them and answering their inquiries regarding retail banking product and services
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand procedures in counter services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>● Understand the bank's guidelines in delivering counter services in order to identify any deviances</li> <li>● Understand regulatory requirements related to counter services to identify breaching of law</li> </ul> <p>6.2 Monitor counter services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor branch counter services to ensure smooth transaction processing and efficient customer service delivery</li> <li>● Monitor branch counter services to ensure that transactions are in compliance with the bank's standards, procedures and regulatory requirements</li> <li>● Review branch counter transaction reports to evaluate regularity and accuracy of transactions</li> </ul> <p>6.3 Monitor promotion on products and services over bank branch counters</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set appropriate sales or other business targets on promotional items of products and services for counter staff and monitor the progress</li> <li>● Monitor performance of counter staff ; train counter staff to link features of the promotional items of products and services with specific customer needs</li> <li>● Guide staff to promote products and services of the bank to customers over counters</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Transactions processed over bank branch counters are complied with the bank's standards, procedures and regulatory requirements</p> <p>7.2 Branch personnel are able to promote products and services of the bank to customers over counters and refer customers to relevant business and/or operation units when appropriate</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Branch Services	
1. Title	Arrange products and services promotion in branch
2. Code	BRSDSB404A
3. Range	Arrange promotional activities in branch. This applies to different kinds of promotional activities within a branch context and different kinds of products and services.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify suitable kinds of promotional activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the types of products and services offered by the branch in order to facilitate and arrange the promotion</li> <li>● Understand the sales plan of the branch, including the objectives, targets, resources and major approaches, etc. in order to arrange suitable promotional activities</li> <li>● Understand the characteristics of different promotional methods in order to identify suitable activities for the sales plan of the branch</li> </ul> <p>6.2 Coordinate products and services promotion activities in branches</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with product development teams and sales teams to identify suitable promotional activities carried out in the branch</li> <li>● Prepare the activity plan and ensure adequate and appropriate promotional materials are displayed and distributed</li> <li>● Monitor the operation of promotional activities; identify potential problems and carry out remedial actions when necessary</li> <li>● Prepare reference information to instruct branch personnel to introduce the needs matching features of the promoted items of products and services to customers</li> </ul> <p>6.3 Monitor sales ethics in branches</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure branch personnel provides accurate products information to customers</li> <li>● Monitor ethical standards of branch personnel and ensure needs matching products or services are recommended to customers</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Conducting promotional activities in branch and providing suitable resources to facilitate the activity. Moreover, suitable remedial actions are executed to ensure a smooth operation when necessary.</p> <p>7.2 Ensure accurate and adequate information are provided to customers during the promotion.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Perform call center management functions
2. Code	BRSDSO401A
3. Range	Manage the delivery of retail banking services including but not limiting to the handling of customer complaints, collecting customer feedback and performing proactive out-going product and service sales phone calls via call centre of the bank
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Monitor services quality of call center</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide appropriate staffing of call centre to ensure there is enough manpower to provide quality service to customers</li> <li>● Enforce service standards of call centre to all staff in call centre</li> <li>● Supervise, educate and review performance of call centre personnel to ensure the established service standards are followed</li> <li>● Study trends of customer enquiries, complaints and feedback on the bank's products and services in order to adjust existing operations procedures</li> <li>● Coordinate with IT departments or other relevant business units to enhance systems of call center</li> </ul> <p>6.2 Handle difficult questions from customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand customer's request and satisfy customers' additional demand after seeking permission from relevant authority</li> <li>● Handle customer's complaints and resolve their grievances</li> </ul> <p>6.3 Manage cross selling activities in call centre</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set appropriate sales or other business targets on promotional items of products and services to call centre staff</li> <li>● Train and guide call centre staff to link features of promotional items of products and services with specific customer needs</li> <li>● Monitor sales activities to ensure all are in compliance with the bank's standards, procedures and regulatory requirements</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Quality of services of call center is continuously enhanced and improved in accordance with customers' enquiries, complaints and feedback</p> <p>7.2 Call center staff meet the sales targets and service standards</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Monitor performance of staff in phone banking
2. Code	BRSDSO402A
3. Range	Manage the phone banking service including but not limited to the handling of customer complaints, collecting customer feedback and processing account transactions requested by customers via in-coming phone calls
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Monitor the performance of staff in phone banking</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor the performance of staff to ensure established service standards of phone banking are met when transactions are performed for customers</li> <li>● Provide field coaching or assistance to staff when they encounter problems with customers to ensure service quality</li> </ul> <p>6.2 Identify appropriate training activities for staff in phone banking</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide customer service, product and banking related knowledge training to phone banking personnel when necessary</li> <li>● Identify training needs of different staff and devise training activities to ensure consistency of quality service delivery</li> <li>● Provide coaching to staff to improve their performance and formulate development plan</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitoring of performance of staff offering phone banking services and carrying out remedial actions to ensure service quality</p> <p>7.2 Provision of suitable training activities based on training needs identified.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Perform e-banking management activities
2. Code	BRSDSO403A
3. Range	Delivery of e-banking management tasks including but not limited to implementation of established sales and service strategies and plans of internet based transactions; promoting e-banking security activities; and liaising with different business and operation units to optimize e-banking channels
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand e-banking services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the types of e-banking services offered by the banks, their target customers groups and the specific objectives to be achieved in order to identify effective ways in achieving assigned tasks</li> <li>● Understand the implementation plans in different e-banking services to ensure smooth operation of tasks</li> </ul> <p>6.2 Monitor the implementation of strategies and plans of sales and service delivery through internet</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor the execution of implementation plans on sales and customer services via e-channels; identify deviances from stated plans and undertake remedial actions when necessary</li> <li>● Detect potential security threats and report the incidents to relevant parties when further actions are required</li> <li>● Monitor the usage and make recommendation to make these remote channels more effective and user friendly</li> </ul> <p>6.3 Liaise with relevant business and operation units to optimize e-channels</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with product development teams and provide suggestions on the development of new e-channel products</li> <li>● Liaise with sales teams to decide on sales strategies implemented via e-channel</li> <li>● Liaise with IT department to decide on and finalize configuration and functional features of the devices</li> </ul> <p>6.4 Promote e-banking security and prevent security threats</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the profile and knowledge of different customers in order to carry out suitable educational activities on using electronic banking channels</li> <li>● Use different communication strategies to promote the use of internet and other automated channels and the products and services of e-channel</li> <li>● Carry out learning programmes to educate customers about their responsibilities in maintaining information security, potential liabilities and consequences when using e-banking services</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitoring the implementation of sales and service delivery plan to ensure accordance with stated plans. Moreover, remedial actions are carried out to ensure smooth operations when necessary.</p> <p>7.2 Different customer education programs on e-banking security tailored to the profile and knowledge of customers are implemented effectively</p> <p>7.3 Liaison with other units regularly carried out to ensure e-banking channels are fully utilized to facilitate different functions of the bank</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Coordinate with vendor of automatic banking machines
2. Code	BRSDSO404A
3. Range	Manage service contracts of automatic banking machine vendors and monitor their performance
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand requirements in automatic banking machines services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's specific requirements in automatic banking machines in order to determine the suitable contract terms with vendors</li> <li>● Understand the service agreement reached with vendors in order to monitor their performance in accordance to the agreed standards</li> </ul> <p>6.2 Monitor the performance of vendors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor the performance of the automatic banking machines to check whether vendors have fulfill the contract terms</li> <li>● Monitor regular maintenance and repair services provided by the service vendors of automatic banking machines to ensure their performance can fulfill service standards</li> <li>● Monitor the efficiency of the in-house system and the network channel to ensure the smooth running of daily operations</li> </ul> <p>6.3 Negotiate with vendors about the contract terms</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review and negotiate terms and conditions in the service agreement with vendors which are in the best interest of the bank</li> <li>● Organize the feedback from customers and staff and reflect those important issues to vendors</li> <li>● Maintain a cooperative relationship with vendors by employing appropriate communication skills</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Contract terms agreed with service vendors of automatic banking machines and daily transaction records are reviewed on regular basis for ensuring effective use of automatic banking machines</p> <p>7.2 Monitoring of services provided by vendors to determine whether service requirements are met.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Perform direct sales team management functions
2. Code	BRSDSO405A
3. Range	Delivery of retail banking services via performing direct sales team management including the development, execution and monitoring of direct sales plans
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand targets of direct sales teams</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the assigned targets of direct sales teams in order to determine appropriate actions to facilitate achievement of the targets</li> </ul> <p>6.2 Monitor the execution of direct sales plans</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Plan specific action steps to promote products and services of the bank according to the established strategies</li> <li>● Set realistic sales targets for direct sales team in alignment with the bank's overall sales and marketing strategies</li> <li>● Solicit and organize resources from relevant departments or units to support the scheduled direct sales campaigns when necessary</li> </ul> <p>6.3 Monitor progress of direct sales plans and evaluate effectiveness</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor progress of individual direct sales campaigns and adjust plans when necessary</li> <li>● Review achievement of individual direct sales campaigns and make recommendations for improvement if similar campaign is undertaken in the future</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Direct sales plans with specific sales goals and action items are devised in alignment with the bank's strategy</p> <p>7.2 Realistic sales targets of direct sales team and individual team members are set and monitored.</p> <p>7.3 Improvement needs are identified according to the results of direct sales plans' monitoring.</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Service Delivery of Loans Products and Mortgage**

1. Title	Provide consultative advice to customers on loan product alternatives
2. Code	BRSDSL501A
3. Range	Provide professional advice on loans products and mortgage to phone-in, walk-in and referred new customers and existing customers through direct sales, over counter at branch and/or phone banking in retail banking
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the needs of loan applicants</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the loan products offered by the bank and common products in the retail banking sector in order to identify suitable solutions for loan applicants</li> <li>● Analyze the information of loan applicants and results of different assessment tests as required by the bank in order to design a solution which can satisfying their needs while provide enough protection to the bank</li> </ul> <p>6.2 Design proper solutions for applicants</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify loan products which can tailor to the financial needs of loan applicants and provide customization when necessary</li> <li>● Design interest and payment schedule after analyzing the risks of loan applicants</li> </ul> <p>6.3 Recommend the solutions to loan applicants</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Explain the benefits of the recommended solutions by comparing different types of loans, credit options and terms of services in catering the specific financial needs of applicants</li> <li>● Formulate an appropriate presentation approach and prepare suitable tools to explain loan and repayment schedules to applicants including the technical details</li> <li>● Ensure mutual understanding by employing appropriate questioning skills and answer questions from applicants regarding terms or application process</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Recommend an appropriate loan products based on the analysis of the risks and needs of loan applicants.</p> <p>7.2 Provision of recommendations to loan applicants by employing different communications skills and tools which can fit with the technical details of the recommended products and level of understanding of the loan applicants.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Service Delivery of Loans Products and Mortgage	
1. Title	Conduct assessment on personal loan and proceed with approval
2. Code	BRSDSL502A
3. Range	Assess and approve the whole range of personal loan applications submitted by customers through direct sales, over counter at branch and/or phone banking in retail banking within the limit and authority set by the bank
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the loan applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the profitability and risks of each loan application using internal credit guidelines</li> <li>● Evaluate all the information to ensure accuracy and sufficiency of data input and detect for suspicious data</li> <li>● Evaluate the terms and conditions of the proposed agreement by applying internal credit scoring schedule or other related tools and make any modifications when necessary</li> </ul> <p>6.2 Make judgment on loan approval</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Make decision of approval or rejection after judging all the related information; identify supplementary information required in case of inadequate information</li> <li>● Provide reasons to justify decision of approval or rejection by supporting solid evidence and decent rationale</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Decision on approval or rejection of loan application is based on the evaluation of related information such as expected returns and risks by using the bank's credit guidelines.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Wealth Management and Investment, Insurance and Saving Servi	
1. Title	Recommend investment, insurance or saving options to customers
2. Code	BRSDSW501A
3. Range	Delivery of wealth management services by providing investment, insurance and saving options to customers through direct sales, over counter at branch and/or phone banking in retail banking resulting from thorough needs assessment conducted for customers
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate suitable products for customers Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate and compare different investment, insurance and saving options available in the bank against the needs and risk appetite of customer</li> </ul> <p>6.2 Provide recommendations on investment, insurance or saving options to customers Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate different alternatives in investment, insurance or saving options based on customer's objectives in financial planning</li> <li>● Present a comparison on needs matching, risk and return levels of different plans to customers</li> <li>● Provide rationale and information to help customers in choosing among the different investment, insurance or saving options (i.e. role as information provider)</li> <li>● Comply to regulatory requirements and bank guidelines while presenting the recommendations</li> <li>● Ensure that customers have a correct understanding on the suggestions by answering customers' enquiries about details of the recommended financial plans or options</li> </ul> <p>6.3 Remind customers about investment risks Be able to:</p> <ul style="list-style-type: none"> <li>● Reiterate investment risks borne by customers so as to ensure the match of customers' risk appetite, prevent misunderstanding and protect the bank's interest</li> <li>● Monitor and analyze factors affecting investment programs (e.g. future trends in investment, investment risks, yield and etc.) in order to advise customers about the risks and fluctuations in investment</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Recommendations of different investment, insurance or saving options based on analysis of customer's needs and risk appetite, etc.</p> <p>7.2 Clear understanding in the details of suggested options and risks involved are gained from customers.</p> <p>7.3 Regulatory requirements and bank's guidelines are observed</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Card Product Related Services	
1. Title	Conduct review on existing card products
2. Code	BRSDSC501A
3. Range	Conduct review on existing card products by analyzing customer needs in card services. This applies to different kinds of card products in the retail banking sector.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze customers' needs Be able to:</p> <ul style="list-style-type: none"> <li>● Identify changes in customers needs through analyzing information related to their spending pattern by utilizing the bank's database</li> </ul> <p>6.2 Evaluate existing cards products Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate effectiveness of existing card products by analyzing changes on consumption on existing card products</li> <li>● Identify gaps in existing card products in fulfilling customer's requirements by analyzing the needs of customers and effectiveness of existing card products</li> </ul> <p>6.3 Evaluate opinions from customers Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate customers enquiries, compliant data base and other relevant records to identify problems in existing card products and services</li> <li>● Design an evaluation plan to survey customers about their satisfaction on existing card products</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Evaluation of performance of existing cards products by analyzing different information such as customer opinions and current consumption, etc.</p> <p>7.2 Identification of gaps in existing card products by analyzing different information such as customer opinions and changes in customer needs, etc.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Card Product Related Services	
1. Title	Recruit credit card merchant members
2. Code	BRSDSC502A
3. Range	Source for potential merchant members and set up cooperation with them. This applies to merchant of different categorizes and business volume.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze needs in recruiting new credit card merchant members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the profiles of existing credit card merchant members to identify needs in recruiting new members for providing better service to credit card customers</li> <li>● Analyze market environment and consumption pattern of consumers in order to identify needs in recruiting new members</li> <li>● Analyze credit card services of competitors for evaluating the existing repertoire of credit cards merchant members</li> </ul> <p>6.2 Design plan to recruit card product merchant members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify potential merchant customers based on needs of the bank in recruiting new merchant members</li> <li>● Secure card product merchant accounts by designing different kinds of relationship building activities according to the profiles of merchants which the bank would like to attract</li> </ul> <p>6.3 Formulate terms and conditions for newly recruited card product merchant members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design terms and conditions for newly recruited card product merchant customers based on their contribution, business nature and special needs</li> <li>● Review and update terms and conditions to ensure compliance with internal standards and / or external regulatory requirements</li> <li>● Set service quality standards as requirement in setting up cooperation relationships with merchant members</li> <li>● Design terms on logistic support on sales and services as well as other supporting activities (e.g. accounts set-up) to merchant members according to their needs</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Plan on recruiting new merchant members by analyzing the needs of the bank and the profiles of target merchants.</p> <p>7.2 Formulation of terms and conditions for cooperation with merchant members according to the analysis on their needs and regulatory requirements, etc.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Branch Services	
1. Title	Design service delivery activities for branch
2. Code	BRSDSB501A
3. Range	Design the procedures of frontline service delivery in branch
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze requirements in service delivery</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze policies and goals in sales and services delivery to design procedures in service delivery which can align with the bank's strategies</li> <li>● Analyze the operations of the branch and types of products/services offered in order to design the procedures in service delivery</li> <li>● Analyze the needs of customers on branch services in order to design the procedures</li> </ul> <p>6.2 Design procedures of service delivery in branch</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop and review guidelines and procedures for delivery of quality services in an efficient manner</li> <li>● Design mechanism in tracking performance of branch operations</li> <li>● Identify improvement areas on branch operations and devise corresponding improvement plans</li> </ul> <p>6.3 Cooperate with other business and operation units for service delivery at branches</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Cooperate with different business and operation units in product development and work with IT department on system design and enhancement which will affect the delivery procedures</li> <li>● Cooperate with different business and operation units in formulating the procedures of sales and service delivery activities in branches</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design on the procedures on service delivery in a branch context after analyzing the bank's strategies, operations of branches and needs of customers.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Branch Services	
1. Title	Establish service standards of bank branch counter services
2. Code	BRSDSB502A
3. Range	Establish service standards for monitoring the delivery of frontline branch services in retail banking including the handling of customer account transactions, explaining product features to them and answering their inquiries regarding retail banking product and services
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze branch counter services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze customer profiles and their financial needs in order to determine the level of service standards</li> <li>● Analyze existing performance parameters on counter services to ensure standards set are reasonable and achievable</li> </ul> <p>6.2 Establish standards of counter service delivery</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish service standards in handling different kinds of transactions in accordance with unique environment of each individual branch</li> <li>● Review the standards set to ensure they will not hamper efficiency and quality of counter services</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of service standards on counter services according to the analysis on relevant customer information and existing service level</p>
8. Remarks	

**> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels**

1. Title	Develop strategies, policies and processes for call center services
2. Code	BRSDSO501A
3. Range	Develop strategies, policies and processes for call center services regarding the delivery of retail banking services including but not limited to the handling of customer complaints, collecting customer feedback and performing out-going product and service sales phone calls via call centre of the bank
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze business needs of call centre</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze business, product and service strategies of the bank in order to design the approaches and services provided by call center</li> <li>● Analyze the profile, financial needs and behavioral pattern of the bank's customers to discern their needs in call center services</li> </ul> <p>6.2 Formulate strategies, policies and processes in call centre services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design services strategies for the call center to align with the overall business plan of the bank</li> <li>● Formulate policies on call center services in order to achieve sales and service delivery goals in alignment with the bank's strategy</li> <li>● Develop processes and procedures for delivery of quality call center services in an efficient manner</li> <li>● Formulate contingency plans including infrastructure set-up to mitigate the interruption of call center service delivery</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Strategies, policies and processes of call center are devised after analyzing the business strategies of the bank and relevant customer information.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Design services in phone banking
2. Code	BRSDSO502A
3. Range	Design phone banking services including the setting of service delivery direction and upkeep service quality of phone banking by developing guideline, service standards and procedures etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze business needs of phone banking Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze business, product and service strategies of the bank in order to design the approaches and services in phone banking</li> <li>● Analyze the profile, financial needs and behavioral pattern of the bank's customers to discern their needs in phone banking services</li> </ul> <p>6.2 Design services in phone banking Be able to:</p> <ul style="list-style-type: none"> <li>● Design services in phone banking to achieve the sales and services delivery goals in alignment with the bank's strategy</li> <li>● Develop phone banking service packages to satisfy customers' demand</li> <li>● Develop guidelines, procedures and service standards for delivery of quality phone banking services in an efficient manner</li> <li>● Formulate contingency plans including infrastructure set-up to mitigate the interruption of phone banking service delivery</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of phone banking services together with the ancillary measures according to the analysis on the bank's strategies and relevant customer data etc.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Design services in e-banking
2. Code	BRSDSO503A
3. Range	Lead, direct and maintain e-banking management functions including but not limited to setting business direction and service delivery modes; exploring business opportunities for transactions conducted via e-channels; and promoting security of all automated banking channels
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze e-channels of banking services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the bank's strategies and existing operations to explore new business opportunities and services delivery mode beyond branch channel and direct customer interactive means to develop new internet banking channels</li> </ul> <p>6.2 Direct and design banking services in the internet</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate policies and plans on e-banking business to achieve the sales and services delivery goals in alignment with the bank's strategy</li> <li>● Develop new automated electronic banking devices</li> <li>● Design plans on customer services and sales via e-channels</li> </ul> <p>6.3 Design security measures for banking services in the internet</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify potential risks and security measures required by different online services</li> <li>● Design security measures after analyzing the knowledge of potential users</li> <li>● Design control measures and monitoring mechanism to detect potential security threats of e-channels</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of banking services on the internet after analyzing the bank's strategies and existing operations.</p> <p>7.2 Measures to ensure security of banking services in the internet are designed according to natures of services and knowledge of customers.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Design services offered through automatic banking machines
2. Code	BRSDSO504A
3. Range	Design service delivery and development direction for automatic banking machine services
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze needs in automatic banking machines services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze daily transaction records of automatic machines and evaluate its effectiveness in satisfying the needs of customers</li> <li>● Analyze the bank's strategies and products/ services offered in order to design services and plans which can facilitate the achievement of overall goals</li> <li>● Analyze customer utilization pattern of automatic banking machines and customer population size in different geographic locations regularly so as to determine overall service delivery plan</li> </ul> <p>6.2 Set service delivery direction of automatic banking machines</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design services offered through automatic banking machines to achieve the goals in sales and service delivery in alignment with the bank's strategy</li> <li>● Develop plan to use related applications (e.g. ATM machine) with purpose of achieving goals in maximizing capacity of service delivery</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design services offered by automatic banking machines based on analysis on the bank's strategies and related customer information.</p>
8. Remarks	

> 1 . Retail Banking Service Delivery > Delivery of Services in Other Channels	
1. Title	Develop directions in direct sales
2. Code	BRSDSO505A
3. Range	Design delivery of retail banking services via direct sales including but not limited to the formulation of sales and service delivery policies and strategies
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze requirements in direct sales</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the bank's strategies and products/services offered in order to plan for direct sales strategies to facilitate the achievement of overall goals</li> <li>● Analyze the profiles of targeted customers in order to design direct sales approach which can match with the preferences of customers</li> </ul> <p>6.2 Set direction for sales and services delivery through direct sales channel</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate strategies of direct sales teams to achieve the goals in sales and service delivery in alignment with the bank's strategy</li> <li>● Develop targets in promoting products and services of the bank through direct sales channel</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Strategies and targets in direct sales are devised based on the analysis on the bank's strategies and customer profiles.</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Accounts Transaction Processing	
1. Title	Conduct verification and checking in transaction processing of banking accounts
2. Code	BROSOD301A
3. Range	Implementation of transaction processing for different types of banking accounts
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the procedures and standards in processing different kinds of transaction</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the relevant regulations and code of conduct in processing transactions and handling customers' information</li> <li>● Understand the procedures and standards in processing accounts transactions so as to conduct checking on different information or documents independently</li> </ul> <p>6.2 Conduct verification and checking</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Verify different types of documents which are required when carrying out different kinds of transactions in accordance to the bank's normal practice (e.g. check, withdrawal, deposit, savings signature cards of new accounts, etc.)</li> <li>● Perform thorough checking before processing to ensure that relevant forms are completed for different kinds of counter services (e.g. withdrawal, deposit, fund transfer, accounting opening or renewal, check book application, foreign exchange and sales of transactional products, etc.)</li> <li>● Perform checking on customer checks collected or drafts and verify the information presented on the checks before payment</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Required information for the completion of relevant forms or documents are obtained and accurately presented</p> <p>7.2 All checks, bank drafts or other financial instruments submitted to interbank clearing are error free</p> <p>7.3 All banking transaction details and supporting documentation are verified in accordance with regulatory requirements and the bank's specific internal control policies</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Accounts Transaction Processing	
1. Title	Conduct account transactions
2. Code	BROSOD302A
3. Range	Processing the whole range of account transactions for the customers of retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the procedures and standards in conducting account transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the relevant regulations and code of conduct in processing transactions and handling customers' information</li> <li>● Understand the procedures and standards in processing account transactions so as to conduct checking on different information or documents independently</li> </ul> <p>6.2 Process general transactions of bank accounts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Address the customer requests and ensure they are established in accordance with the specific requirements and processes of the bank</li> <li>● Process transactions in current accounts, savings accounts, time deposit, drafts and checks in accordance to standard operation procedures</li> <li>● Process checks, drafts and overdrafts forms and documents in accordance to standard operation procedures</li> <li>● Provide approval for different types of entries, checks, draft or act as an authorized signer when necessary</li> <li>● Ensure that compliance of established standards are met</li> </ul> <p>6.3 Deal with banking transactions that breach general terms of bank accounts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Seek proper authorization when withdrawal of funds exceeds the limits stated in the bank's policy</li> <li>● Calculate and review the amounts of interest receivable of different accounts and interest charges on overdrawn accounts</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All types of bank account transactions are processed in compliance with the established standards of the bank</p> <p>7.2 The ability to identify and differentiate between all different transactions of the various types of bank accounts is demonstrated</p> <p>7.3 All over-limit or irregular transactions are processed with proper authorization</p> <p>7.4 All specific procedures pre-set by the bank are followed to prevent fraudulent transactions</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Accounts Transaction Processing	
1. Title	Maintain transaction records of bank accounts
2. Code	BROSOD303A
3. Range	Manage and document transaction records of different kinds of bank accounts. This applies to all kinds of transactions in retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand procedures related to handling transactions records</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the relevant regulations and code of conduct in handling customers' information</li> <li>● Understand the principles and procedures in recording and balancing transactions in order to execute the tasks independently</li> </ul> <p>6.2 Balance accounts and make necessary transaction records</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Balance currency and checks, calculate daily transaction, and prepare daily control book and trial balance</li> <li>● Identify errors in transactions when debit and credit entries are not balanced</li> <li>● Check transactions conducted and ensure balanced entries for each single transaction</li> </ul> <p>6.3 Prepare reports on account transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare daily control book, trial balance and other accounting documents for customers' accounts</li> <li>● Identify the transaction items that need to be checked, examine the accuracy of data capturing and resolve errors, if there's any</li> <li>● Review reports on different bank accounts and perform binary checking to ensure accuracy of the details</li> <li>● Prepare reports on account status and transaction summary</li> </ul> <p>6.4 Maintain transaction records</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● All necessary supporting documents and vouchers related to the transactions are checked according to the bank's procedures</li> <li>● Maintain record of accounts information in proper ways</li> <li>● Make copies of materials in regards to bank accounts transactions upon requests from customers</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Each single transaction record is balanced on daily control book and trial balance</p> <p>7.2 Immediate provision of accurate transaction records and/or documents upon requests from customers</p> <p>7.3 Transactions appearing on the record report which need to be checked are identified according to the bank's guidelines</p> <p>7.4 Processed account entries are stored or forwarded in accordance with the specific requirements of the bank</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Accounts Transaction Processing	
1. Title	Handle remittance transactions
2. Code	BROSOD304A
3. Range	Execution of all types of remittance transactions for the customers of retail banking
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the procedures in remittance transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the relevant regulations and code of conduct in handling remittance transactions</li> <li>● Understand the principles and procedures in remittance transactions in order to execute the tasks independently</li> </ul> <p>6.2 Prepare for remittance transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide necessary assistance to local as well as overseas customers and answer their enquiries</li> <li>● Adhere to the legal requirements relating to remittance payment transactions and negotiable instruments involving foreign currencies</li> <li>● Acquire remittance product knowledge of the bank and have a thorough understanding of the banking practice and a basic knowledge of law relating to foreign currency contracts</li> <li>● Prepare for exchange control forms and correspondences</li> </ul> <p>6.3 Process remittance transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Process all remittance payment transactions or fund transfers in different means (e.g. incoming and outgoing telegraphic transfer, electronic fund transfer, cashier's checks, certified checks, etc.)</li> <li>● Ensure the issue and settlement of demand drafts are in accordance with the bank's procedures</li> <li>● Process and verify incoming and outgoing payment or transaction orders appropriately</li> <li>● Ensure the process of local clearing and cross border settlements following the bank's standard operation procedures</li> <li>● Follow up on any outstanding items and unpaid remittances properly</li> </ul> <p>6.4 Maintain remittance transaction records</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Record and file entries of relevant remittance transactions properly</li> <li>● All necessary supporting documents and vouchers related to the remittance transactions are checked and stored in accordance to the bank's standard procedures</li> <li>● Update and manage relevant databases in relations to remittance</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All remittance transactions and fund transfers in different means are processed properly in accordance with the bank's operational procedures</p> <p>7.2 All outstanding items and unpaid remittances are followed up on a timely basis</p> <p>7.3 Customers are advised and agreement is sought for the pricing and charges associated with the remittance transactions processed</p> <p>7.4 All relevant databases in relations to remittance are updated on a daily basis</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Loan and Mortgage Processing	
1. Title	Handle approved loan or mortgage transaction processing
2. Code	BROSOL301A
3. Range	Handling of loan or mortgage applications for customers of retail banking involving disbursement of fund regarding term loans, revolving credit, mortgage on residential, commercial and industrial properties. Disbursement of funds include full payment on ordinary loans and further advances on existing loans granted in the name of individual customers and/or small and medium sized business enterprises
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the procedures in processing loan and mortgage</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the procedures and requirements in processing approved loan and mortgage in order to execute the tasks independently</li> </ul> <p>6.2 Handle transaction processing after approval of loans or mortgages</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Verify customer information and loan or mortgage record in correspondence with loan application and agreement</li> <li>● Check and reconfirm the accuracy of the calculated guarantees and loan disbursement amount in accordance to the record of application</li> <li>● Arrange disbursement of loans proceeds to customers or solicitors</li> <li>● Handle repayment for customers</li> <li>● Consult with customers to verify financial or credit transactions when necessary</li> <li>● Handle customers' enquiries or complaints in regards to their granted loan or mortgage</li> </ul> <p>6.3 Process back-office tasks after approval of loans or mortgages</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Compute and review calculation of interest, principal, payment, cost and etc.</li> <li>● Check to ensure all terms and conditions are met as per loan agreement before the disbursement of fund</li> <li>● File slips in customers' ledgers for billing and mailing charge statement to customers</li> <li>● Re-examine the value of collateral of applicants in order to ensure loan security</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Approved loans are disbursed to customers on time in accordance with the bank's instructions</p> <p>7.2 Repayments are processed on time according to customers' repayments schedules</p> <p>7.3 Legitimacy of loan disbursement request is verified according to the bank's specific policies and procedures</p> <p>7.4 The bank as a lender is in possession of all documentation required in terms of loan or mortgage agreement and conditions</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Loan and Mortgage Processing	
1. Title	Maintain loan account transaction records
2. Code	BROSOL302A
3. Range	Handling of loan or mortgage applications for customers of retail banking. This refers to the provision of customer service for loan or mortgage accounts. It may include the updating of account transaction orders, customer personal details and change of status instruction in respect of interest rates and outstanding balance of the loan
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the procedures in handling transaction records</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the procedures and requirements in maintaining loan account transaction records in order to execute the tasks independently</li> </ul> <p>6.2 Maintain and update account records of granted loans or mortgages</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Update debit order details, interest rate changes details and payment date details of loan accounts</li> <li>● Update customer personal details of the loan accounts including changes of customer names, marital status, address, phone number, e-mail address, repayment dates and method, etc.</li> <li>● Prepare and update loan status reports and record loan related entries accurately</li> <li>● Maintain and update record of credit and loan files (e.g. payments, charges, disbursements of funds, etc.)</li> <li>● Compile and maintain various documents for loan closing (e.g. loan forms, tax receipts, etc.) and ensure proper documentation before the loan is drawn</li> <li>● Provide relevant information to other business or operation units for credit or risk analysis by maintaining updated records in collection system</li> </ul> <p>6.3 Keep track on credit limits</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Relay credit reports to subscribers by different means (e.g. mail, e-mail, etc.)</li> <li>● Monitor records on credit limits that comply with the bank's policies and standards</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Loan status reports reflect the real situation accurately on timely basis</p> <p>7.2 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</p> <p>7.3 The account transactions and changes of customer information are checked to ensure that they are in compliance with all specific requirements of the bank</p> <p>7.4 Required information for credit or risk analysis is available to other business or operation units on time</p> <p>7.5 Customers' credit limits meet the bank's policies and standards</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Investment, Insurance and Saving Services Processing**

1. Title	Maintain transaction records for investment, insurance and saving services
2. Code	BROSOI301A
3. Range	Provision of customer services to maintain investment account transactions, insurance records and saving plan balances including account opening, renewal, withdrawal, account closing, application, and resolving queries.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the procedures in handling transaction records                      Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the procedures and requirements in maintaining investment, insurance and saving transaction records in order to execute the tasks independently</li> </ul> <p>6.2 Maintain transaction records                      Be able to:</p> <ul style="list-style-type: none"> <li>● Authenticate and verify customer's instruction to renew an investment / saving plan or make changes to an insurance policy is in accordance with the bank and the product vendors' specific requirements</li> <li>● Capture the data of transactions accurately and dispatch customers' confirmation in accordance with the bank's requirements</li> <li>● Maintain and update documents related to different transactions (e.g. confirmation statements, contracts, payment notes and etc.)</li> <li>● Ensure required information are recorded in the database accurately</li> </ul> <p>6.3 Keep the bank and customers informed about the performance of their plans                      Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare reports or statistics regarding performance of the portfolio to the bank and customers according to standardized templates</li> <li>● Provide relevant information to customers on a regular basis or when customers have any enquiries</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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</p> <p>7.2 Reports on the performance of the portfolio received by both the bank and customers regularly</p> <p>7.3 Reports and data related to customers' investment, insurance or saving transactions are properly stored in the database or custody of the bank</p> <p>7.4 The customer's query is identified, interpreted and resolved by using relevant information and supporting resources</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Operation Planning**

1. Title	Plan and implement operations support
2. Code	BROSOO401A
3. Range	Implement operation support function regarding the operation and support policies formulated for retail banking business of the bank. It may include, 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	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Plan for implementation of operations support</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct resources planning to ensure adequate level of capacity to cope with the changes in business volume</li> <li>● Work with internal and external parties to ensure effective and efficient systems are in place to support business operations</li> <li>● Provide coworker's with relevant knowledge on the related procedures and regulations of different products and services</li> </ul> <p>6.2 Implement operations support</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assist in internal control functions (e.g. fund house reconciliation, daily totals reconciliation, etc.)</li> <li>● Answer enquiries from frontline staff and/or customers regarding the procedures and regulations of different products and services</li> <li>● Provide legal and general administrative support to frontline business units regarding product and service transactions conducted in retail banking</li> <li>● Provide report on data of operational activities to management or other business or operation units upon request</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Operation capacity planned to strive a balance between changing business volume requirement at contingent situations and cost factors consideration</p> <p>7.2 Responsible parties are well trained to answer the enquiries in regards to the procedures and regulations of different products and service operations accurately</p> <p>7.3 Provision of reports on operational activities within the time limit as specified by the bank's policy upon requests of stakeholders</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Loan and Mortgage Processing	
1. Title	Consolidate information on loan or mortgage applications
2. Code	BROSOL401A
3. Range	Handling of different kinds of information for loan or mortgage applications for customers of retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Examine loan or mortgage applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Examine all necessary documents and analyze applicants' financial conditions (e.g. credit histories, property evaluations, etc.)</li> <li>● Liaise with credit bureau or other business counterparts to exchange credit information related to applicants</li> <li>● Calculate feasibility of granting loans and degree of risk involved in extending the loans</li> <li>● Examine data regarding the application captured from customers and identify irregularities or missing information</li> <li>● Calculate interest rates and formulate repayment schedules based on information (e.g. earnings, savings, payment history, etc.)</li> </ul> <p>6.2 Prepare relevant documents before disbursement of loans or mortgages</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consolidate information regarding the loan or mortgage applicants according to the requirements of the bank</li> <li>● Compile a checklist of the required documents to disburse the loan in line with the bank's policies and practices</li> <li>● Verify and examine information or documents for loan or mortgage applications and agreements before disbursement of loans or mortgages</li> <li>● Present the required documents to customers for their acceptance in line with the bank's policies and practices</li> <li>● Explain the details of the standard loan or mortgage disbursement procedures to the customers and check understanding of his/ her responsibilities to repay the loan</li> <li>● Write up terms and conditions on loan including requirements on collateral and punishment during delay of payment or failure to pay</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Information of the loan applicant and the associated property in the case of a mortgage loan is collected and presented in detail according to the bank's policy and procedure</p> <p>7.2 Processing of feasibility study for every loan or mortgage application</p> <p>7.3 Correct completion of application form is demonstrated according to the requirements of the form and the banks policies</p> <p>7.4 Accurate calculations on interest rates and repayment schedules for the loan or mortgage application in accordance with the bank's policies</p> <p>7.5 Presentation of feasible terms and conditions on loan or mortgage for individual applicant</p> <p>7.6 Start loan disbursement process in line with the bank's policies and practices in case of loan approval; and explain to customers professionally about the reasons of rejection in case of decline application</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Loan and Mortgage Processing**

1. Title	Conduct property valuation for mortgage
2. Code	BROSOL402A
3. Range	Processing residential, commercial and industrial property valuation for the purpose of handling loan or mortgage applications for customers of retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand methods in property valuation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review archival cases in order to identify factors affecting property valuation</li> <li>● Understand the different methods in property valuation in order to determine the fair value of different properties</li> </ul> <p>6.2 Collect data useful for property valuation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Use different methods to collect general information on property market for the purpose of conducting research on current market trends and future outlooks</li> <li>● Collate specific data on owned and leased property assets from different sources and prepare updated reports periodically</li> <li>● Collect and maintain documentation that supports new and revised property valuations</li> </ul> <p>6.3 Conduct property valuation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Execute valuation process by assessing recent market prices of local area real estate, together with proven methods and procedures for analyzing comparable properties to establish an estimated fair market value of the collateral</li> <li>● Verify and update the property data by making on-site visit to the customer's property or inspecting the updated floor plan and related information available at the public registrar</li> <li>● Conduct property valuation in accordance to the established policies on property foreclosure (e.g. selling of foreclosure, etc.) of the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Collection of data useful for property valuation by using different methods</p> <p>7.2 A range of mortgage property valuation negotiation is determined in line with the bank's requirements</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Investment, Insurance and Saving Services Processing	
1. Title	Process applications of investment, insurance and saving services
2. Code	BROSOI401A
3. Range	Provision of investment, insurance and saving services to customers of retail banking at an initial contact to identify the nature of their needs and link them to the appropriate products
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify customer's needs and suitable solutions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Gather information from customers in order to establish the purpose and extent of the proposed investment, insurance or saving plans, the period and nature of the protection</li> <li>● Evaluate financial and non-financial customer information and confirm investment, insurance or saving profile</li> <li>● Analyze suitable investment, insurance or saving products and profile their risks and returns for customers</li> </ul> <p>6.2 Process applications of investment, insurance and saving services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Verify authenticity of documents submitted by customers and request for further documents when necessary</li> <li>● Explain terms and conditions for operating an investment, insurance or saving account and ensure the customer has a clear understanding of such details</li> <li>● Explain rights and liabilities of customers for subscribing an insurance policy and the responsibilities of the bank and issuer of the policy; take appropriate actions to ensure the customer has a clear understanding of such details</li> <li>● Generate necessary documents to close transactions (e.g. confirmation statements, payment advices, contracts, etc.)</li> <li>● Examine or evaluate investment, insurance or saving plans and recommend revision of conditions according to market conditions and profile of individual customers</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 The purpose and extent of the proposed investments, insurance or saving are established for the purpose of recommending an appropriate solution</p> <p>7.2 Investment, insurance or saving needs of customers are identified</p> <p>7.3 The required documentation is collected, completed, verified and signed in compliance to the bank's regulations and procedures</p> <p>7.4 The specific requirements on investment, insurance or saving solutions are confirmed with the customers</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Investment, Insurance and Saving Services Processing	
1. Title	Provide operation support on investment, insurance and saving services
2. Code	BROSOI402A
3. Range	Provision of investment, insurance and saving services to customers of retail banking in the area of conducting administrative functions in a back office operation and support environment
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Monitor and coordinate documentation according to customers' instruction</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Approve relevant client documentation</li> <li>● Negotiate and agree on the content of the instructions of customers</li> <li>● Review client instructional mandate regularly for continuous validity of the bank - customer contractual relationship</li> <li>● Apply relevant legislation and regulations to the required client documentation to ensure compliance</li> <li>● Identify the change requirements on customer documentation due to legal and regulatory requirements</li> </ul> <p>6.2 Process operation support for investment, insurance and saving transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Process transactions in accordance with customers' instructions and standard operating procedures of the bank</li> <li>● Implement financial planning recommendations and monitor status of the portfolio of customer</li> <li>● Provide information to answer questions from customers regarding details of their financial plans</li> <li>● Undertake work of reconciliation of statements issued by other investment, insurance or saving service providers</li> <li>● Monitor operation of service providers in investment funds, securities, insurance, MPF ,etc.</li> <li>● Assist in conducting seminar for promotion of investment, insurance and saving products and services provided by the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All transactions are processed in accordance with customers' instructions and standard operating procedures of the bank</p> <p>7.2 Customers' enquiries regarding details of their financial plans are handled in an effective manner</p> <p>7.3 Changes instructed by clients are carried out and documented in accordance to the bank's policies and procedure</p> <p>7.4 Legislative requirements relating to the specific customer's needs is identified and incorporated into the investment, insurance and saving plan</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Credit Card Processing	
1. Title	Manage credit card business portfolio
2. Code	BROSOC401A
3. Range	Design a framework to collate data related to factors influencing card business of the bank and develop a business model to manage its portfolio effectively in order to provide quality credit card services to the customers of retail banking
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Manage the quality of credit card business portfolio</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review portfolio of different card holders and decide on credit initiation and credit extension regularly to minimize risk and ensure portfolio quality</li> <li>● Coordinate with other business or operation units regarding recovery from problem accounts to minimize loss to the bank</li> <li>● Monitor delinquency, over-limit and write-off level to ensure the quality of credit base</li> </ul> <p>6.2 Assess the quality of credit card business portfolio</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assess credit status of cardholders through reviewing transaction records properly</li> <li>● Verify customers' information in order to ensure accuracy and validity of credit scoring</li> <li>● Review information on portfolio mix, cardholders information, profitability of different segments and cardholders in order to assess risk and profitability of card products</li> <li>● Review transactions records (e.g. daily hot card lists, report on lost cards, overdraft, etc.) to assess the risks of each card holders</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Problem accounts can be settled within an acceptable time frame as specified by the bank</p> <p>7.2 The credit card business portfolio of the bank is maintained at a considerable low risk and acceptable profitability level as defined by the bank</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Credit Card Processing	
1. Title	Handle credit card transactions processing
2. Code	BROSOC402A
3. Range	Provision of credit card product services to customers of retail banking in the area of processing credit card transactions for customers and merchant members in a banking operation environment. It refers to screen and process new credit card applications for validation and to process approved and declined card transactions
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Monitor credit card transaction processing</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Oversee new account applications; ensure adherence to credit policies and process within standard turnaround time</li> <li>● Capture application details for individual credit card product applicant and generate account numbers for approved application accordingly</li> <li>● Maintain records of cardholders accounts and review their past record to manage anticipated risks</li> <li>● Liaise with other business or operation units to spot and detect any suspicious card transactions</li> <li>● Process inter-bank settlements</li> <li>● Monitor transaction processing to ensure different kinds of transactions (e.g. payment, cancellation, chargeback, etc.) are handled in an accurate and timely manner</li> </ul> <p>6.2 Liaise with merchants for credit card transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Verify and implement merchant authorization requests</li> <li>● Record sales slips forwarded by different merchants and ensure the data is accurate</li> <li>● Handle reports of lost and stolen cards and report the cases to merchants</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Credit card application is scrutinized for completeness and prepared for validation in accordance with the bank's specifications</p> <p>7.2 New qualified credit cards are issued within the standard turnaround time and complied with the bank's credit policies</p> <p>7.3 Accurate and timely reports on lost and stolen cards are generated and distribute to relevant parties for their follow-up in regular basis</p> <p>7.4 Credit card transaction are carried out accurately with liaison with different merchants</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Credit Card Processing**

1. Title	Provide comprehensive account services to credit card customers
2. Code	BROSOC403A
3. Range	Provision of quality credit card account services to customers of retail banking by planning, organizing and allocating resources to deliver and monitor hotline services, correspondence management, complaint, customer enquiries, marketing support and other ad-hoc events
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Ensure quality of credit card services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor hotline services to ensure that quality services in handling enquiries or complaints are delivered to customers</li> <li>● Carry out or monitor follow up actions in accordance with customers' enquiries and complaints when necessary</li> <li>● Oversee correspondence management and ensure information accuracy of customers database</li> </ul> <p>6.2 Identify improvement areas in credit card services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify factors influencing quality of credit card services and to identify the improvement areas</li> <li>● Make recommendations on improving credit card products and services</li> <li>● Determine intervention strategies and develop action plans to remove the identified root causes that affect the quality of credit card services</li> <li>● Co-ordinate the implementation of interventions and provide updated information about the changes made to customers</li> </ul> <p>6.3 Handle complex credit card transactions processing</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate transaction details in order to assess credit status of cardholders</li> <li>● Handle authorization requests for cardholders whose purchase or cash advances have exceeded the stated limit according to qualification criteria set by the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 High customer satisfaction level attained by card product's hotline services</p> <p>7.2 Capture, locate and extract information to complete the task related to the monitoring of credit card services</p> <p>7.3 Identification of improvement strategies of credit card services and design implementation plans</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Vendor Management	
1. Title	Uphold quality of vendor services
2. Code	BROSOV401A
3. Range	Planning and implementation of vendor management related to credit card services to uphold the quality of their service delivered to customers. It may include but not limited to hotline services, direct mailing services and ad hoc marketing events
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Liaise with vendors in relations to their given services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set service standards and performance measurement together with vendors and compile strategic plan for monitoring their operation</li> <li>● Acquire, collate and analyze relevant reliable business performance yardsticks and service quality measurements of the vendors</li> <li>● Compare performance of vendors' results to goals of the business projection, operating plan and service standards set</li> <li>● Communicate with vendors during the course on issues related to vendor services (e.g. repair, maintenance, complaints, etc.)</li> <li>● Develop and implement service improvement plans for the vendors and obtain their agreement</li> </ul> <p>6.2 Conduct contract administration and monitoring</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct contract administration and monitoring for individual vendors throughout the contract period</li> <li>● Define vendor contract administration activities in terms of their importance to the card business and the operational procedures required to monitor their application</li> <li>● Communicate and obtain agreement with vendors on the procedures and time required to complete work tasks of the service contract to ensure a mutual understanding of the expectations</li> <li>● Monitor performance of vendors and evaluate its compliance to regulatory requirements (e.g. customer data protection)</li> <li>● Monitor performance of vendors and evaluate its compliance to the agreements as stated on the contracts</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Producing regular reports on contract administration and monitoring regularly to uphold the service quality of vendors</p> <p>7.2 Performance standards and service quality measurement instruments that could use to measure vendors' operation are identified and adopted for monitory purpose</p> <p>7.3 Actual performance of vendors are compared with projected results as planned to determine degree of compatibility and future viability of cooperation</p> <p>7.4 Detailed action plans to improve the service quality of vendors are developed based on established performance criteria and improvement areas identified</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Operation Planning**

1. Title	Design and review daily operation procedures
2. Code	BROSOO501A
3. Range	Design detailed daily operations procedures regarding the operation and support policies formulated for retail banking business of the bank. It may include, 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Design daily operations procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design operations procedures for different retail banking transactions and provide guidelines to responsible parties based on evaluation of the bank's strategies and products/services offered</li> <li>● Build mechanism to ensure that relevant parties are notified when operational incident arises</li> <li>● Establish business continuity plan to cater for disaster recovery</li> </ul> <p>6.2 Design relevant models to test the effectiveness of the designed operation procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design operational risk assessment models to plan for action in mitigating operational risks</li> <li>● Design models in data recording and ensure that data of operational activities is inputted and maintained</li> </ul> <p>6.3 Evaluate daily operation procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate operation procedures and make necessary changes to ensure smooth running of different operations</li> <li>● Review regularly to ensure operations and/or service standards in different channels are complied with regulatory requirements</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Operations procedures of different retail banking transactions designed could be able to facilitate the daily operations running smoothly and all procedures are in compliance with regulatory requirements</p> <p>7.2 Models for evaluating the effectiveness of operational procedures are designed.</p> <p>7.3 Carrying out review and evaluation on operational procedures and make necessary adjustments.</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Loan and Mortgage Processing**

1. Title	Determine approval or rejection on loan or mortgage applications
2. Code	BROSOL501A
3. Range	Recommending loan allocation decisions when using a defined loan decision-making and disbursement system in handling loan or mortgage applications for customers of retail banking.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate loan or mortgage applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the loan decision-making and disbursement process regarding the policies and practices of the bank</li> <li>● Analyze relevant information to calculate repayment ability and assess credit risk of potential clients</li> <li>● Information on repayment ability and credit risk assessment is analyzed and calculated by using appropriate criteria based on the bank's policies and practices</li> <li>● Determine approval or rejection of the deals after evaluating the loan or mortgage applications and relevant documents</li> </ul> <p>6.2 Recommend the loan or mortgage approval decision</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Recommend the loan approval or rejection decision based on the information of applicant collected and the bank's policies and practices</li> <li>● Communicate the approval or rejection decision to the customers and record the decision in line with the bank's policies and practices</li> <li>● Provide detailed reasoning of rejection in the case of a declined loan application and record the decision in line with the bank's policies and practices</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Loan or mortgage decision making and the implementation of the pay out process is fully understood and applied on assessing customers' application</p> <p>7.2 Recommendation of loan and mortgage approval or rejection are made in accordance to the bank's credit scoring schedule, internal policies and practices</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Loan and Mortgage Processing	
1. Title	Develop and monitor property valuation process
2. Code	BROSOL502A
3. Range	Development of valuation process and monitory systems of all types of property for the purpose of handling loan or mortgage applications for customers of retail banking
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze methods in property valuation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the bank's strategies and economic development in order to design a approach which is the most suitable to the bank</li> </ul> <p>6.2 Develop and monitor valuation process</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Aware of the analysis and interpretation of property valuation data available in the market and their implications on loan and mortgage businesses of the bank</li> <li>● Establish sound and accurate valuation principles and techniques to strike a balance between the protection of the interest of loan customers and reducing the bank's credit risk</li> <li>● Develop systems to monitor property valuation process for evaluating risk level accurately for the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Process maps and/or guidelines on property valuation are developed or made available in the bank for responsible staff to follow</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Investment, Insurance and Saving Services Processing	
1. Title	Formulate terms and agreements for investment, insurance and saving services
2. Code	BROSOI501A
3. Range	Provision of investment, insurance and saving services to customers of retail banking in the area of formulating terms and agreement with customers. The terms and agreement may include mandates and responsibilities, financial arrangement, calculation of the value on supporting assets of the investment plan and credit assessment of customers in terms of the bank's and statutory requirements.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Formulate plans for investment, insurance and saving services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop portfolio strategies for the services and explain their rationale to staff and/or customers</li> <li>● Develop recommendations of suitable services and explain basis of recommendation to staff and/or customers</li> <li>● Monitor and analyze factors affecting the performance/return of the services (e.g. future trends, risks, yield and etc.) in order to determine the policies and terms for different investment plans</li> </ul> <p>6.2 Design terms and agreements for each deal</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure terms and conditions for agreements on the services are consistent with internal standards and external regulations</li> <li>● Formulate statements of responsibilities to be taken by the bank representation and customers respectively</li> </ul> <p>6.3 Determine profit margin for each deal</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate costs and revenues of agreements to determine profit margin for each deal</li> <li>● Negotiate terms and agreement with customers based on cost and profit analysis of individual investment, insurance and saving plan structured</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Corresponding policies and terms for individual services or plans are established</p> <p>7.2 Terms and agreements of investment, insurance and saving plans are in line with the risk profile and affordability of the client</p> <p>7.3 Investment, insurance or saving plans agreement reached can be able to generate a reasonable profit margin for the bank</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Investment, Insurance and Saving Services Processing**

1. Title	Develop service protocol together with product vendors for investment, insurance and saving services
2. Code	BROSOI502A
3. Range	Provision of investment, insurance and saving services to customers of retail banking by developing a service protocol with different financial institutions and vendors including the agreement of relevant bridging operating systems and standard operating procedures to ensure customer transaction can be conducted across different parties smoothly
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify suitable products and services from vendors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate different vendors and source appropriate investment, insurance and saving products for sale in alignment with the strategies of the bank</li> <li>● Analyze characteristics of investment, insurance and saving products offered by business partners including their different systems of transaction processing and the inter-relationships between them</li> <li>● Navigate and operate through relevant transaction processing systems to ensure a smooth cross boundary operation is in place</li> </ul> <p>6.2 Develop service protocol</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify the different rules and regulatory requirements applicable to the products offered by the vendors and ensure they are observed in structuring the protocol</li> <li>● Define the objectives and principles relating to the business venture and ensure they can be looked after in the proposal</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A set of service protocol is presented in a form of terms of agreement for external service providers to follow</p> <p>7.2 The business alliance of the bank and its partners is in compliance with the regulatory requirements</p> <p>7.3 Identification of suitable investment, insurance and saving product vendors based on an analysis of financial and other information and data of potential business partners</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Credit Card Processing	
1. Title	Make decision on approval or rejection on credit card applications
2. Code	BROSOC501A
3. Range	Provision of credit card services to customers of retail banking in making decision on the applications for new credit card products made by existing customers and new-customers
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate new credit card product application</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate information in credit card application forms and other supporting documents submitted by applicants to examine its completeness and regularity for the purpose of processing new credit card applications</li> <li>● Identify needs for acquiring additional information from applicants, branches, other service channels and/or other banks and credit bureau for validation</li> <li>● Assess and judge the eligibility of applicants for issuing new credit cards in accordance with the bank's policies and card companies' regulations</li> </ul> <p>6.2 Decide on approval or rejection on credit card applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Decide on approval or rejection of applications after evaluating the applicants against the checking and credit criteria stated in policies of the bank</li> <li>● Decide on credit limits for purchases and cash advances for new cardholders based on their financial standing</li> <li>● Give instructions to issue and emboss new cards for successful applications in accordance with the bank's policies</li> <li>● Process declined applications including the advisory of the declined status and resolving of queries regarding the rationale of disapproval to relevant parties</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Application is scrutinized for completeness and approval/declination decision is made in accordance with the bank's policies and practices</p> <p>7.2 Provision of rationale on declined credit card applications based on the results of assessment on the applicants</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Vendor Management**

1. Title	Identify needs of credit card related vendor services and develop vendor acquisition plan
2. Code	BROSOV501A
3. Range	Planning and Implementation of vendor management related to credit card services. It may include but not limited to hotline services, direct mailing services and ad hoc marketing events
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify needs of vendor services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct costs and benefits analysis of conducting particular functions in-house versus outsourcing to external vendors</li> <li>● Identify needs of vendor services based on the results of costs and benefits analysis</li> </ul> <p>6.2 Translate the identified needs of vendor services into specifications on services required</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Outline specifications on services required after obtaining an understanding of the needs of service units</li> <li>● Structure vendor sourcing guidelines as per the service specification defined together with respective service units</li> <li>● Vendor sourcing guidelines are applied as per the service specification defined together with respective service units</li> </ul> <p>6.3 Develop vendor acquisition plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop and formulate policies and code of conduct to regulate activities on vendor management</li> <li>● Specify clearly the criteria of vendor selection</li> <li>● Structure process of assessing suitable vendors in detail to meet both business needs and service units' requirements</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Specifications of vendor services requirement are identified and confirmed by respective service units of credit card centre</p> <p>7.2 Costs and benefits analysis conducted with recommendations supported by valid figures prior to the employment of any vendor services</p> <p>7.3 Policies and code of conduct of vendor management are established and implemented throughout the bank</p> <p>7.4 The process for assessing a suitable vendor to satisfy business needs and match service units' requirements is defined and explained to relevant parties including the vendor candidates as set out by the standard practices of the bank</p> <p>7.5 Vendors are appointed in accordance with the established criteria of vendor selection</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Vendor Management	
1. Title	Oversee procurement and monitor vendors' performance related to credit card service provision
2. Code	BROSOV502A
3. Range	Planning and implementation of vendor management related to credit card services. It may include but not limited to hotline services, direct mailing services and ad hoc marketing events
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Establish procurement guidelines and procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish guidelines and procedures in regulating corporate procurements</li> <li>● Take actions to ensure the established guidelines and procedures are observed and implemented by responsible parties</li> </ul> <p>6.2 Process procurement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Aggregate all vendor information, including vendor profiles, contacts, facilities, projects conducted and track record</li> <li>● Coordinate information necessary for vendor evaluation by soliciting relevant information from vendors and surveying opinions from users etc.</li> <li>● Source appropriate vendors after grasping an understanding of the services provided by them through different channels</li> <li>● Make decisions on vendor selection after evaluating different sources of information (e.g. proposal, interviews, past records, etc.)</li> <li>● Negotiate terms and conditions with vendors in order to maximize benefits of the bank</li> <li>● Set key performance objectives and service standards for vendors and enter into an agreement for periodic assessment</li> </ul> <p>6.3 Monitor performance and compliance of vendors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Minimize and manage risk associated with vendor relationships by tracking key performance indicators and the status of deliverables</li> <li>● Measure and report vendor compliance with all relevant policies and procedures of the bank and regulatory requirements of the banking industry</li> <li>● Track and address areas of non-performance and non-compliance identified in the vendor assessment process</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Guidelines and procedures for procurement are established and implemented throughout the bank</p> <p>7.2 Qualified vendors lists of respective required services are compiled for service units' reference</p> <p>7.3 Performance goals and measures set for vendors are aligned with the bank's standards and industry practices and values</p> <p>7.4 Performance of vendors is monitored and assessed on an ongoing basis against performance goals set</p> <p>7.5 Performance records of vendors are analyzed to identify variations in performance and to compile a improvement action plan</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Operation Planning	
1. Title	Formulate bank-wide policies and procedures of operation and support
2. Code	BROSOO601A
3. Range	Formulation of operation and support policies and procedures for guiding and managing the overall operations of the bank to support retail banking business
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on customer needs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on the macro environment of retail banking by analyzing the trends and developments in the financial needs of customers</li> <li>● Anticipate the future requirements in retail banking in the absence of complete information by analyzing forecasts in economic development, behavioral patterns of customers and strategies of competitors</li> </ul> <p>6.2 Consult other parties on formulated operation and support policies and procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult other business or operation units and business partners to explore their requirements in operational arrangements</li> <li>● Analyze the needs of different parties, tackling diverging views to ensure that the design of operation and support policies and procedures are compatible with the works in different business or operation units</li> </ul> <p>6.3 Formulate bank-wide operation and support policies and procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate operation and support policies and procedures in accordance with the bank's strategy that comply with the regulatory requirements of different activities</li> <li>● Develop models of operation and support for standardizing service quality both in internal and external perspectives</li> <li>● Recommend methods to improve operation, support and re-engineering processing (e.g. streamline, straight through, etc.) through revision of operations and support policies and procedures</li> <li>● Review and make necessary changes on existing operation and support policies and procedures for meeting the needs of new products and services launches</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of operation and support policies and procedures that are compatible with the service quality standards of the works in different business or operation units</p> <p>7.2 Provision of solutions on improving operation, support and re-engineering process in accordance with the business needs of the bank and the changing regulatory requirements</p> <p>7.3 Demonstration of leadership in revising operation and support policies and procedures to facilitate more effective retail banking operations based on the outcome derived from complex research and development activities</p>
8. Remarks	

> 2 . Retail Banking Operations and Support > Loan and Mortgage Processing	
1. Title	Formulate guidelines of loan or mortgage processing
2. Code	BROSOL601A
3. Range	Handling of loan or mortgage applications for customers of retail banking, particularly involving the formulation of high level guidelines in the administrative aspects of the work in loan or mortgage financing
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on credit policies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Predict the future economic environment based on incomplete information such as growth in global economy, future prospect of different industries, financial needs of different people, etc. in order to develop suitable credit policies</li> <li>● Evaluate different approaches in credit policies, compare their performance under different scenarios in order to select the suitable approach</li> </ul> <p>6.2 Develop policies and guidelines for loan or mortgage processing</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop policies, guidelines and administrative systems pertaining to loan or mortgage processing</li> <li>● Compile a list of all administrative systems required in loan and mortgage processing, including customer information and record storage systems, staff administrative systems and business transaction systems</li> </ul> <p>6.3 Develop policies on valuation of property and other collaterals</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate policies on property and other collateral valuation based on market practice and the bank's specific credit strategies</li> <li>● Develop policies on property foreclosure (e.g. selling of foreclosure, etc.) for the bank and monitor their implementation</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of policies and guidelines for loan or mortgage processing throughout the bank</p> <p>7.2 Design of policies on property valuation throughout the bank</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Investment, Insurance and Saving Services Processing**

1. Title	Set guidelines for processing services related to investment, insurance and saving
2. Code	BROSOI601A
3. Range	Provision of investment, insurance and saving services to customers of retail banking by taking a leading position of defining the mechanics, procedures and administration processes of the different transactions for all investment instruments, insurance and saving products
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Define the mechanics and different trade cycles for all investment instrument, insurance and saving product types</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on trade cycles in different markets for different investment instruments, insurance and saving products such as bonds, trust funds, deposit certificates, equity linked investment, money market fund, unit trust, investment linked insurance, life insurance, term insurance, etc. based on incomplete information</li> </ul> <p>6.2 Set guidelines for processing investment, insurance and saving services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set guidelines pertaining to investment, insurance and saving services processing in accordance with the established policies of the bank</li> <li>● Design process chains for investment, insurance and saving transactions which involve various role players/participants such as product issuers and/or vendors appropriately in accordance with their respective roles in the specific trade cycle of the investment, insurance and saving products</li> <li>● Build in a mechanism to ensure the process of executing orders, confirmation and settlement procedures are explained to customers per instrument or transaction</li> <li>● Set guidelines on handling customer queries or concerns on investment, insurance and saving products, such as rights and liabilities of different parties and root causes of settlement problems are understood and resolved</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Policies and guidelines for investment, insurance and saving services are established based on the results of the research on trade cycles.</p> <p>7.2 Operating procedures of financial instruments, insurance and saving products are properly designed and correctly categorized in accordance with their nature in the processing systems as defined by the bank</p>
8. Remarks	

**> 2 . Retail Banking Operations and Support > Credit Card Processing**

1. Title	Develop and enforce policies and operational procedures on credit card business
2. Code	BROSOC601A
3. Range	Provision of credit card services to customers of retail banking in the area of developing holistic policies, strategies and plans of both business and operations
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop policies and operational procedures on credit card business</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on information obtained from all systems, resources, processes and procedures within the bank for the formulation of card business policies</li> <li>● Ensure that the bank's policies are in alignment with the latest development by conducting research on general customer behaviors and consumption trends of the market based on incomplete information</li> <li>● Develop operation plans for implementing the policies and strategies in the identified priority areas</li> <li>● Liaise with other business or operation units in formulating operational procedures to support the product features of credit cards</li> <li>● Consult all relevant stakeholders to determine an acceptable approach of formulating card related operating procedures on the basis of cost-benefit and value-added analyses</li> </ul> <p>6.2 Enforce implementation of operational procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design measures to enforce and implement policies pertaining to credit card processing and credit cycle to optimize risk or balance business yield for card products</li> <li>● Define specific principles and achievable objectives of the card business strategies, policies and operations mode with potential impact identified</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Consultation with relevant stakeholders for the formulation of card business policies, strategies and operational procedures</p> <p>7.2 Card business policies, strategies and operational procedures are developed and agreement of key stakeholder is sought</p> <p>7.4 Design of measures to ensure policies in credit card business are implemented within the bank effectively</p>
8. Remarks	

> 3 . Credit Management > Credit Acquisition	
1. Title	Handle follow-up process of approved credit application
2. Code	BRCMCA301A
3. Range	Undertake follow-up processes after approval is obtained. This applies to credit products of different kinds and amount.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the process in credit applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's procedures in credit application in order to carry out the follow-up process independently</li> <li>● Understand regulations related to the tasks in order to prevent breaching of law</li> </ul> <p>6.2 Communicate the results of credit applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Inform customers the application result</li> <li>● Explain credit facility structure to customers with vigilant consideration on appropriateness and adequacy of collateral</li> <li>● Obtain customers' agreement on offered credit facility structure</li> </ul> <p>6.3 Perform administrative work for approval of credit applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct credit line implementation and loan disbursement in accordance with approved credit facility structure</li> <li>● Prepare relevant documents with terms of payments and debtor responsibilities elaborated in details</li> <li>● Notify related departments or business units about the approval of credit applications</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Perform credit line implementation and loan disbursement for every approved credit application according to the bank's guidelines upon receipt of customer's agreement on offered credit facility structure.</p> <p>7.2 Informing all related departments or business units about the approval of every single credit application according to the bank's guidelines.</p>
8. Remarks	

> 3 . Credit Management > Debt Collections	
1. Title	Collect payments from debtors
2. Code	BRCMCD301A
3. Range	Collect payment from different kinds of borrowers in accordance with respective repayment terms and schedules
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand established procedures of debt collections</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the requirements of debt collection process in order to prepare documents related to debt collections independently</li> <li>● Understand established procedures of loan repayment of the bank to collect payments from customers independently</li> </ul> <p>6.2 Handle loan bookings and repayments</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Handle loan bookings and repayments of customers in accordance with the bank's internal standards and external regulations</li> <li>● Assist customers to understand contact behaviors and explain terms of credit conditions when necessary</li> </ul> <p>6.3 Handle overdue accounts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prompt customers through mutually agreed means (e.g. phones, letters, etc.) for timely payments or unpaid accounts</li> <li>● Advise customers all possible ways of settling overdue accounts</li> <li>● Arrange payments of overdue accounts</li> <li>● Report problem loans to management for further collection actions</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Execution of all debt collection actions in accordance with relevant documents.</p> <p>7.2 Handling of overdue accounts according to the bank's procedures and report problematic cases to management.</p>
8. Remarks	

**> 3 . Credit Management > Credit Systems and Maintenance**

1. Title	Prepare documents in relations to credit risk management
2. Code	BRCMCS301A
3. Range	Prepare documents related to credit risk management. This applies to documents of different kinds and to different parties.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the bank's guidelines in documentation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's guidelines in documenting information related to credit risks management in order to follow the procedures and standards</li> <li>● Understand the standard format and templates of relevant documents in order to execute the tasks independently</li> </ul> <p>6.2 Prepare and maintain relevant documents in relations to credit risk management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Document credit risk management policies and procedures including risk identification, risk measurement, risk grading techniques, reporting and risk control techniques, documentation methods, legal issues and remedial actions of problem loans</li> <li>● Check accuracy and reliability of information obtained from internal departments and external service providers</li> <li>● Review documents to ensure completeness and actionability of contracts and collateral or guarantee</li> <li>● Maintain credit files and approval records in proper ways</li> </ul> <p>6.3 Update credit record of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Update customer's credit records in accordance with their loan repayment activities and/or changes on credit facility structure on regular basis</li> <li>● Prepare statements to inform customers their most up-to-date debt status at the bank on regular basis</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Presentation of new and/or revised documents related to credit risk management on regular basis by using standardized templates.</p> <p>7.2 Presentation of statements informing customers their latest status at the bank on regular basis by using standardized templates .</p>
8. Remarks	

**> 3 . Credit Management > Credit Strategy, Policy and Procedure Development**

1. Title	Monitor credit related activities to ensure adherence to the established guidelines / regulations
2. Code	BRCMCR401A
3. Range	Monitor compliance to credit strategies, policies and procedures. This applies to different business units of the bank.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the monitoring mechanism of the bank                      Be able to:</p> <ul style="list-style-type: none"> <li>● Understand risk assessment systems and management information systems in order to decide appropriate actions to manage and measure credit risks inherent in all on and off balance sheet activities</li> </ul> <p>6.2 Monitor credit related activates                      Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor different activities in order to ensure compliance with the established credit risk policies and procedures</li> <li>● Identify any non-compliance incidents promptly and carry out immediate remedial actions to minimize loss to the bank</li> <li>● Audit regularly on entire credit approval process and respond to regulator's inquiries on demand</li> </ul> <p>6.3 Communicate the established guidelines with all related parties                      Be able to:</p> <ul style="list-style-type: none"> <li>● Communicate with all related parties to check out their understanding on the bank's approach for credit sanction</li> <li>● Carry out appropriate training and refresher workshops for all responsible staff to ensure that their ways of handling credit related matters are in adherence to the bank's established policies and procedures</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Carrying out of all different kinds of measures to ensure all credit related activities are implemented in accordance with the established guidelines of the bank. Appropriate actions should be carried out in case of non-compliance incidents.</p> <p>7.2 Carrying out different kinds of educational activities to ensure staff's understanding in credit policies and procedures of the bank. The activities should be tailored to the understanding level of different staff.</p>
8. Remarks	

> 3 . Credit Management > Credit Acquisition	
1. Title	Collect information for assessing credits
2. Code	BRCMCA401A
3. Range	Collect documents and information of applicants for credit assessments. This applies to applicants for different kinds of credit products and all documents required for credit assessments as specified by the bank.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand credit assessment policies of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the credit assessment policies of the bank in order to determine kinds of information to be collected</li> <li>● Understand the purpose of credit assessment in order to provide rationale for collecting different information or documents</li> </ul> <p>6.2 Gather information for carrying out credit analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Request appropriate documents from customers for credit analysis</li> <li>● Examine completeness and accuracy of the customer information obtained</li> <li>● Validate the supporting documents received and ensure they are in compliance with the credit requirements</li> </ul> <p>6.3 Provide rationale for collecting information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide clear and specific explanations to customers regarding credit policies and procedures of the bank</li> <li>● Remind customers regarding the risks of different bank's products and transactions so as to protect their benefits</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Collection of all related documents as required by the banks and the rationale is explained to customers. Moreover, checking has been carried out to ensure the completeness and accuracy of the documents provided.</p>
8. Remarks	

> 3 . Credit Management > Debt Collections	
1. Title	Negotiate with debtors about overdue debts
2. Code	BRCMCD401A
3. Range	Negotiate with debtors about the payment arrangement of overdue accounts
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand handling procedures in overdue accounts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's procedures and policies on overdue accounts in order to select a suitable approach</li> <li>● Review reported problem loans in order to decide action steps to be taken</li> </ul> <p>6.2 Communicate with debtors to minimize possibility of bad debts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Negotiate with customers for coming up a mutually agreed way of settling overdue accounts</li> <li>● Select an appropriate payment arrangement to recover overdue loans</li> <li>● Propose remedial actions and recovery plans for unpaid debts</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Negotiation with debtors about the provision of remedial actions and recovery plans to unpaid debt.</p>
8. Remarks	

> 3 . Credit Management > Debt Collections	
1. Title	Monitor progress of debt collections
2. Code	BRCMCD402A
3. Range	Monitor the debt repayment of different types of borrowers
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand status of loans repayment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor timeliness of repayments to identify any possible risks and prevent loss due to bad debts</li> <li>● Understand collection process in order to monitor the receipts of loans and installment payments</li> </ul> <p>6.2 Identify delinquent accounts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify possible delinquent accounts by reviewing payment records or using assessment tools adopted by the bank</li> <li>● Select and implement appropriate collection measures according to the situations of the delinquent accounts</li> </ul> <p>6.3 Monitor daily activities related to debt collections to ensure compliance to regulations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Supervise debt collections of accounts receivable that follow credit policies and procedures of the bank</li> <li>● Monitor daily business activities to ensure credit policies and procedures that are being followed</li> <li>● Review status of debt collections, remedial actions and recovery plans for unpaid debts</li> <li>● Take necessary steps to ensure procedures of loan repayment adhere to the bank's internal standards and external regulations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of delinquent accounts and selection of appropriate actions based on the different conditions for the purpose of loan collection.</p> <p>7.2 Monitoring of the entire debt collections process to ensure that the actions are in compliance to regulations and the payment are in accordance with collection schedules.</p>
8. Remarks	

**> 3 . Credit Management > Debt Collections**

1. Title	Collect bad and doubtful debts
2. Code	BRCMCD403A
3. Range	Collect payment from delinquent accounts of different kinds
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand methods in collecting bad and doubtful debts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's policies and procedures in collecting bad and doubtful debts in order select an appropriate action according to different situations</li> </ul> <p>6.2 Select appropriate follow-up actions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review records of the delinquent account and decide on appropriate actions to minimize potential loss to the bank</li> <li>● Manage resources effectively and ensure expenses incurred by the collection methods can be covered by the potential credit losses associated</li> </ul> <p>6.3 Use external resources to deal with problem loans</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Source, select and recruit suitable agencies or solicitors to collect bad and doubtful debts</li> <li>● Monitor the services of the collection agencies or solicitors to ensure the fulfillment of the bank's requirement</li> <li>● Ensure the actions taken by bad debt collection agencies or solicitors that are in accordance with the bank's policies</li> <li>● Conduct service audits on appointed bad debt collection agencies or solicitors and guide them to follow the bank's collection policies and standards when necessary</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Arrangement of collection of bad debts to keep credit losses and collection expenses within budget of the bank and actions executed are in accordance with the bank's collection policies and standards.</p> <p>7.2 Monitoring of services of external collection agencies or solicitors in order to ensure compliance with the bank's standards</p>
8. Remarks	

> 3 . Credit Management > Credit Systems and Maintenance	
1. Title	Initiate and coordinate IT applications in related systems for effective performance of all key functions of credit management
2. Code	BRCMCS401A
3. Range	Maintenance of credit systems for supporting smooth run of the bank's business. This applies to all IT systems related to credit management.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Collect feedback concerning systems implementation of credit risk management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Collect feedback concerning systems implementation of credit risk management policies and procedures from internal stakeholders and external customers</li> <li>● Consolidate feedback from internal stakeholders and external customers so as to recommend proper changes to IT system for supporting changes in credit policies, law, guidelines and regulations</li> </ul> <p>6.2 Initiate the process of IT application enhancement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with all key functions of credit management to identify enhancement of IT application on credit management</li> <li>● Initiate request for enhancement of IT application on performing activities of credit management to IT Department</li> <li>● Provide necessary information to IT Department in the process of designing IT application enhancement</li> </ul> <p>6.3 Monitor enhancement on credit management IT systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Verify that all recommendations are taken into consideration when designing enhancement features of the IT systems</li> <li>● Ensure the design can facilitate compliance with statutory requirements on credit management</li> <li>● Ensure the enhancement of IT applications is in line with the recommendations and its functions are in order</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of feedback concerning systems implementation of credit risk management policies and identification of enhancement needs.</p> <p>7.2 Monitoring and facilitating the enhancement work of IT Department to ensure fulfillment of requests and compliance with statutory requirements.</p>
8. Remarks	

**> 3 . Credit Management > Credit Systems and Maintenance**

1. Title	Provide learning activities to disseminate knowledge on credit management
2. Code	BRCMCS402A
3. Range	Provide different kinds of learning activities to educate knowledge related to credit management. This applies to different information and knowledge related to credit policies, practices and products in the banking industry.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify training needs of different employees</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Update changes and developments in banking industry and credit products by collecting information from different reliable sources</li> <li>● Identify kinds of knowledge on credit management required by employees with different roles and responsibilities</li> <li>● Identify the knowledge level and characteristics of different employees in order to design suitable learning activities</li> </ul> <p>6.2 Provide learning activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Select suitable external programmes on credit management for different employees</li> <li>● Design in-house training programmes which can customize to the needs and knowledge of different employees</li> <li>● Provide different kinds of activities which can promote awareness and deepen understanding in the importance of credit management</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 3 . Credit Management > Credit Strategy, Policy and Procedure Development**

1. Title	Analyze economic environment and the implications on credit management
2. Code	BRCMCR501A
3. Range	Conduct analysis on the aspects of economic environment which have effects on credit management , such as market trends, banking industry trends, customer needs, corporate governance and regulatory requirements etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Assess the current situations in credit market Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze market and banking industry intelligence through consulting appropriate parties to estimate the future economics and business climate so as to estimate credit risks</li> <li>● Analyze changes of relevant laws and regulations and identify their implications on credit policies</li> <li>● Perform analysis to understand characteristics and risks of collaterals according to current financial conditions</li> </ul> <p>6.2 Identify needs for credit in different sectors, include both business and individuals Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze and identify customers' needs and preferences in credit products from different sources of information such as income, buying behaviors and enquiries recorded in the bank etc.</li> <li>● Review trend in credit applications in the market and examine the implications and anticipate the future trends</li> <li>● Identify customer needs and / or credit risks for suggesting credit related solutions based on analysis on the market environment, the bank's credit policy, relevant laws and regulations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of customer's needs in credit-based solutions (in terms of amount and specific features) based on analysis of future economics, credit risks, business development and the impacts on the behaviors of companies and individuals.</p> <p>7.2 Ensure the credit-based solutions are in conformity with bank's corporate governance and regulatory requirements etc.</p>
8. Remarks	

> 3 . Credit Management > Credit Strategy, Policy and Procedure Development	
1. Title	Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank
2. Code	BRCMCR502A
3. Range	Set up credit policies in different credit products such as loan for corporate, sole proprietorship, partnership, individual and mortgage etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the risks and profitability in different products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the market conditions and profile of targeted customers in order to estimate the risks inherited in different products</li> <li>● Analyze credit strategies of the bank to design the policy documents, procedural guidelines and operating standards for individual products to achieve profit maximization</li> <li>● Analyze customer's need in different segments and develop appropriate credit policies on the new products to meet their interest</li> </ul> <p>6.2 Set up credit policies and procedures for individual product</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish a sensible set of credit risk management policies and procedures that can minimize the risks of the bank and fulfils regulatory compliance</li> <li>● Develop risk assessment and management policies and procedures for managing credit risks in all of consumer banking activities at both product and portfolio levels</li> </ul> <p>6.3 Review and modify credit policy and procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review and modify the established credit policies and procedures from time to time</li> <li>● Take necessary steps to ensure that the established credit policies and procedures of the bank are in compliance with updated banking legislations, regulations and codes of practice</li> <li>● Evaluate the performance of handling departments or other related business units in achieving the goals set for credit risk management and make adjustments in the policies when necessary</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of credit policies and procedures on timely basis. The policies and procedures should be based on the anticipated credit risks of the specific segments in order to maximize revenue, minimize credit risks and comply with bank's strategy, policies, compliance and regulatory requirements etc.</p>
8. Remarks	

> 3 . Credit Management > Credit Acquisition	
1. Title	Conduct credit assessment for credit applications
2. Code	BRCMCA501A
3. Range	Assess the risk associated with different credit applications to facilitate decision on granting or declining of credit. This applies to credit applications of different kinds and amount.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the process of credit assessment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the actions required to take in assessing customers' credit standing and their underlying rationale to ensure an accurate and comprehensive assessment</li> <li>● Evaluate the credit application in conformity of relevant policies, compliance and regulatory requirements</li> </ul> <p>6.2 Undertake credit analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Carry out financial and non-financial analysis to assess customers' financial needs and credit worthiness</li> <li>● Measure potential credit losses with high degree of accuracy for determining eligibility and limits for lending</li> <li>● Evaluate the collateral quality, in terms of fair market value, marketability, constraints of liquidation</li> </ul> <p>6.3 Perform sensitivity analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze information with regard to customer financial strength (e.g. curriculum vitae, education background, income, credit status in other financial institutions, etc.)</li> <li>● Request permission from customers skillfully for conducting sensitivity analysis in order to be allowed to ask sensitive questions for forecasting customer financial strength precisely</li> </ul> <p>6.4 Provide recommendations based on results of analyses</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the results of the analyses; comment on the applicant's credit worthiness, repayment ability and risks level in order to give recommendation for approvers</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of accurate credit analysis for every credit application. The analysis should contain relevant documents for checking and assessment on credit worthiness, repayment ability and possible risks to the bank.</p> <p>7.2 Provision of effective recommendations based on relevant analysis and possible risks to the bank.</p>
8. Remarks	

**> 3 . Credit Management > Credit Acquisition**

1. Title	Determine terms and conditions for credit proposals according to the financial strength of applicants
2. Code	BRCMCA502A
3. Range	Finalize the terms and conditions for each individual application. This applies to contracts of different credit products regardless of the contract volume.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze credit worthiness and risks associated with the applicants</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate customer financial strength based on reputation of customers, repayment history, adequacy of equity capital, volatility in sources of funds intended to be used by customers for repayment of loan along with interest, value of collateral and dependence level on economic condition of customers</li> <li>● Evaluate credit rating or scoring by conducting detailed analysis on customer character and matching of facility characteristics to be extended</li> </ul> <p>6.2 Formulate details of lending contract</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop the terms and conditions such as interest rates, payment period and payment options etc. according to customer's needs and results of risk assessments</li> <li>● Determine the arrangement of credit facility such as access to funds, terms for the operating account etc. in order to minimize risks to the bank</li> </ul> <p>6.3 Formulate risk migration alternatives</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify and assess possible risk migration alternatives in accordance with customer profile and current economic condition</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of terms in lending contract / agreement for each of the applicant for credit products. The constructions of terms and conditions stipulated in the contract / agreement should be based on the analysis on needs of customers and the risks to the bank.</p> <p>7.2 Formulation of risk migration measures to minimize risks to the bank. The measures should be based on the analysis on customer profiles and economic conditions.</p>
8. Remarks	

**> 3 . Credit Management > Credit Acquisition**

1. Title	Authorize credit applications
2. Code	BRCMCA503A
3. Range	Authorize credit application for credit products of different kinds and amount.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the credit policies of the bank                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the credit policies of the bank and the alignment with business strategies in order to make decision on the approval of credit applications</li> <li>● Analyze the different procedures and requirements of credit approval in order to oversee the work of other team members and evaluate their conclusions / recommendations</li> </ul> <p>6.2 Conduct credit vetting                      Be able to:</p> <ul style="list-style-type: none"> <li>● Verify risk measurement calculation by use of available operational risk models in the bank</li> <li>● Evaluate the assessment on credit worthiness of customers during credit granting process</li> </ul> <p>6.3 Assess credit application                      Be able to:</p> <ul style="list-style-type: none"> <li>● Assess the risks and returns of each credit application and make judgment on approval decision</li> <li>● Provide rationale for rejection of credit application based on the results on returns vs. risks analysis</li> </ul> <p>6.4 Evaluate contract terms                      Be able to:</p> <ul style="list-style-type: none"> <li>● Approve the suggested credit facility structures based on credit policies and sensible assessment mechanism</li> <li>● Review documents prepared for customers in relation to terms of payments and debtor responsibilities, inspect their validity and approve proposals based on sound judgment</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Approval of credit application and contract terms to ensure that every approved credit application can achieve an appropriate balance between risk and return to the bank.</p>
8. Remarks	

**> 3 . Credit Management > Credit Acquisition**

1. Title	Evaluate the performance of credit business and make suggestions
2. Code	BRCMCA504A
3. Range	Evaluate revenue obtained from credit acquisition and make suggestions on improvement. This applies to different kinds of credits products and services provided by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate approaches in evaluating credit business</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the formula in calculating revenue from credit acquisition to ensure the existing approach can provide an accurate and comprehensive calculation</li> <li>● Identify factors affecting revenue from credit acquisition in order to have a fair and unbiased evaluation of the credit business</li> </ul> <p>6.2 Evaluate the performance of credit business</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Calculate cost and revenue associated with different credit acquisition</li> <li>● Compare the results with performance in other time periods and conclude on the effectiveness and profitability of the credit business after considering the business and economic situations</li> </ul> <p>6.3 Suggest improvement measures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the performance of credit business and identify existing gaps</li> <li>● Evaluate different approaches for pricing and select the most optimal one after analyzing the performance of credit business</li> <li>● Suggest optimal levels of and standards for credit limits, risk cut-offs, collections actions to balance profitability and risk</li> <li>● Propose alternatives to balance income potential with sufficient credit loss reserve levels</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Evaluation on the profitability of credit acquisitions based on the revenue and factors affecting the credit business.</p> <p>7.2 Recommendation on measures for improving credit business based on the results of credit performance evaluation.</p>
8. Remarks	

> 3 . Credit Management > Portfolio Management	
1. Title	Evaluate market value of collateral and risks associated with the loan
2. Code	BRCMCP501A
3. Range	Evaluate 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate factors affecting assets value</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate common practices in assets valuation by other retail banks in order to refine existing approach adopted by the bank</li> <li>● Identify factors which can affect market value of different kinds of assets to ensure an accurate valuation</li> </ul> <p>6.2 Evaluate market value of the collaterals</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze market situations and valuation done by other banks in order to evaluate the formula of assets valuation adopted by the bank</li> <li>● Analyze information on trends in historical price, future economic development and other relevant factors in order to determine the fair market value of different collaterals</li> </ul> <p>6.3 Review value of collaterals</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate changes in the value of collaterals and adjust risks associated with the loans accordingly</li> <li>● Initiate the loan review process to evaluate whether adjustment is necessary</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Evaluation of the market value of the bank's collateral based on the analysis on historical price, economic conditions and other relevant factors.</p>
8. Remarks	

> 3 . Credit Management > Portfolio Management	
1. Title	Manage and control the risks associated with the credit assets of the bank (e.g. securitization)
2. Code	BRCMCP502A
3. Range	Conduct risk management on the credit assets of the bank. This applies to different kinds of credit assets possessed by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Assess value of each transaction of credit assets                      Be able to:</p> <ul style="list-style-type: none"> <li>● Assess value of purchase or selling of credit portfolios</li> </ul> <p>6.2 Transfer credit risks                      Be able to:</p> <ul style="list-style-type: none"> <li>● Diversify risks into different uncorrelated or less correlated business</li> <li>● Hedge against credit risk by acquiring security, insurance, third party guarantee, etc.</li> </ul> <p>6.3 Evaluate effectiveness of different approaches of transferring credit risks                      Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate effectiveness of different approaches for transferring or hedging credit risk</li> <li>● Revise policies and improve processing based on results of evaluation on different approaches for transferring or hedging credit risks</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design on measures to minimize credit risks exposed to the bank.</p>
8. Remarks	

**> 3 . Credit Management > Debt Collections**

1. Title	Formulate policies in managing bad and doubtful debts
2. Code	BRCMCD501A
3. Range	Design policies to deal with bad and doubtful debts. This applies to bad debts incurred in different types of accounts.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze methods to handle problem loans</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze collection reports and delinquent accounts to identify common causes for problem loans in order to formulate customized policies to handle the accounts</li> <li>● Analyze common practices in dealing with problem loans in order to design suitable policies which can align with the strategies of the bank</li> </ul> <p>6.2 Design policies on collecting bad and doubtful debts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate different policies on loan collection based on analysis of the causes and characteristics of delinquent accounts</li> <li>● Design remedial actions to ensure collection of repayments</li> </ul> <p>6.3 Formulate policies in debts restructuring</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design policies in restructuring loan facility, enhancing credit limits and/or reducing interest rates in assisting customers to improve repayment capability</li> <li>● Formulate guidelines in negotiating with customers to formulate plan on settling the amounts of delinquent accounts</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of policies on managing bad and doubtful debts based on analysis on the bank's strategies and characteristics of delinquent accounts.</p> <p>7.2 Formulation of policies on debts restructuring based on analysis on the bank's strategies and characteristics of delinquent accounts.</p>
8. Remarks	

> 3 . Credit Management > Debt Collections	
1. Title	Implement legal actions on unpaid debt customers
2. Code	BRCMCD502A
3. Range	Undertake legal actions on borrowers who fail to meet the payment schedule. This applies to all kinds of delinquent accounts which agreement with borrowers cannot be reached.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have specialized legal knowledge</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assess the laws and regulations related to money disputes to evaluate whether the bank should take any legal actions</li> <li>● Evaluate similar precedent cases to judge whether the bank should take any legal actions</li> </ul> <p>6.2 Appraise repayment capability of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Appraise repayment capability of customers by collecting and analyzing relevant information such as their income, property, and value of collateral, etc.</li> <li>● Classify the unpaid debt customers who are warranted claims</li> </ul> <p>6.3 Initiate legal actions when necessary</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Make decision on issuing solicitor's letters to unpaid debt customers for giving a chance of settling payment prior to legal actions</li> <li>● Initiate legal actions against unpaid debt customers if claims are warranted</li> <li>● Undertake legal actions on defaulting loan properly to protect the bank's interest (e.g. taking possession of the properties in mortgage, imposing charges or bankruptcy action)</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 All legal actions taking on unpaid debt customers are warranty claimed. The decision is based on analysis on precedent cases and repayment capability of customers, etc.</p>
8. Remarks	

**> 3 . Credit Management > Credit Systems and Maintenance**

1. Title	Provide consultancy service to customers on credit risks
2. Code	BRCMCS501A
3. Range	Advice customer about the credit risk of the products. This applies to customers of different segments and products of different types.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify customers' needs on consultancy service related to credit risk</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze risks associated with the products or services requested by the customers</li> <li>● Assess the knowledge of customers in order to evaluate their understanding on the risks inherited in the products or services</li> </ul> <p>6.2 Provide consultancy service on credit risk to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide customers consultancy service on credit risk in accordance with their individual financial situation and risk bearing ability</li> <li>● Explain features and risk levels of different alternatives on available settlement methods and use appropriate methods to ensure they have an accurate understanding</li> <li>● Evaluate the situation of customers and advise them the more suitable alternatives on settlement methods in accordance with their own situation</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of professional advice related to credit risks to customers in accordance with the risks associated with the products or services and knowledge of customers.</p>
8. Remarks	

> 3 . Credit Management > Credit Systems and Maintenance	
1. Title	Identify gaps in existing credit management systems
2. Code	BRCMCS502A
3. Range	Maintenance of credit systems for supporting smooth run of the bank's business
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Review credit businesses of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review the performance metrics to analyze the performance of credit business and evaluate the effectiveness of credit strategies</li> <li>● Review the bank's credit risks level to identify its trends and patterns and find out the causes of variations</li> </ul> <p>6.2 Analyze trends in losses and fraud cases</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Investigate any limit excess or unauthorized overdraft position to find out the root causes</li> <li>● Identify critical and/or potential impacts on bank's operations as brought by different levels and types of credit risks</li> <li>● Conduct appropriate analysis (e.g. delinquent account analysis) to evaluate the bank's vulnerability to different kinds of credit risks</li> </ul> <p>6.3 Identify gaps in credit management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify gaps in credit management and investigate for the root causes</li> <li>● Recommend improvement strategies for credit strategy setting</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Evaluation of existing performance of credit management by analyzing relevant performance metrics, risks levels and potential root causes, etc.</p> <p>7.2 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.</p>
8. Remarks	

> 3 . Credit Management > Credit Strategy, Policy and Procedure Development	
1. Title	Develop new products / features for credit-based solutions offered by the bank
2. Code	BRCMCR601A
3. Range	Update credit products of the bank. This applies to credit products of any kind which includes but not limited to loans to corporate, sole proprietorship, partnership, individual and mortgage etc.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on trends in credit market to identify gaps in credit products of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze information and intelligence from different sources to anticipate the future trends in credit risks and demands</li> <li>● Assess changes and challenges in credit risk management after considering local and overseas economics environment</li> <li>● Evaluate existing credit products and services against the anticipated demands to identify gaps in credit market</li> </ul> <p>6.2 Address customer needs and / or credit risks in accordance with the most current trends of credit management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify opportunities to maximize customer acquisition in the context of bearing acceptable risks and meeting requirements on both corporate governance and regulatory compliance</li> <li>● Analyze customer's needs in different segments and develop appropriate products to meet their interests</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of new products / features which can expand customers base effectively. The suggestions of new products / features should be based on thorough and critical analysis on customer's demand and future economics and business development.</p>
8. Remarks	

**> 3 . Credit Management > Credit Strategy, Policy and Procedure Development**

1. Title	Formulate the overall credit strategy in retail banking for the whole bank
2. Code	BRCMCR602A
3. Range	Define the bank's approach in issuing credit
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on credit strategies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on trends and development in the economy in order to anticipate the risks and demands in the market</li> <li>● Evaluate different approaches in credit strategy and their performance under different scenarios in order to choose an approach which is aligned with the bank's overall strategies</li> </ul> <p>6.2 Determine fundamental principles in credit management and credit risk control</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Define target markets, risk acceptance criteria, credit approval authority, credit maintenance procedures and guidelines for management decision on credit strategy development to balance between profitability and risks control</li> <li>● Set up process to measure, control and manage potential credit risk exposures across the bank both on intrinsic level and portfolio level within the set limits</li> <li>● Ensure the policies and measures developed can compile with relevant laws and regulations</li> <li>● Develop methodologies for collateral valuation, credit line limits adjustment, customer indebtedness assessment, credit scorecard cut-offs and authorization limits determination</li> </ul> <p>6.3 Review and update credit strategy</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review frequently to benchmark with best practices in the banking industry for upholding the bank's credit risk management to a high standard</li> <li>● Review and modify prevailing credit strategy according to current trends in the market and banking industry</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of overall credit strategy in retail banking for the whole bank. The strategy should be based on research on future economic development and strategies of the bank in order to strike a balance between profitability and risks control. Moreover, the strategy should be able to comply to regulatory requirements.</p>
8. Remarks	

**> 3 . Credit Management > Portfolio Management**

1. Title	Manage the quality of the bank's credit assets
2. Code	BRCMCP601A
3. Range	Manage an optimal allocation of the bank's credit assets in order to balance between risks and profitability. This includes different kinds of assets in the bank's credit portfolio.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on future profitability of credit assets</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on future economic development based on incomplete information in order to determine the risks and returns of the bank's credit assets</li> <li>● Evaluate the risks of credit assets possessed by the banks and compare the results with anticipated profitability to judge whether an optimal allocation is arrived</li> </ul> <p>6.2 Formulate measures to optimize quality of credit assets portfolio</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Optimize allocation of regulatory required capital and business generating economic capital to ensure financial stability, maintain confidence of the public and protect customers</li> <li>● Manage the assets allocation of the bank to maximize quality and profitability of credit portfolio</li> <li>● Maintain a diversified portfolio of risk assets by helping business units to minimize risks exposed to the bank</li> <li>● Formulate measures to protect the bank's interest margins and profits from the influence of movements in market interest rates and foreign currency exchange rates</li> </ul> <p>6.3 Ensure compliance with statutory requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure compliance with statutory requirements by setting appropriate risks parameters and prudential limits</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Allocation of credit assets of the bank so that it is able to balance between risks and profitability. The decision should be supported by drawing conclusion from incomplete information.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Maintain high professional standards during job execution
2. Code	BRCRCC301A
3. Range	Maintain high professional standards in work by observing the bank's internal guidelines, relevant regulations and code of conduct. This applies to all kinds of jobs-related tasks/behaviors.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand professional standards of a banking practitioner</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the banking environment and the relevant banking regulations (e.g. anti-money laundering, KYC) to ensure compliance</li> <li>● Understand the bank's internal guidelines and code of conduct governing the investment behaviors, corruption, conflicts of interests, etc. to ensure compliance</li> <li>● Understand the internal audit systems of the bank thus the expectations on their behavior and act accordingly</li> </ul> <p>6.2 Act accord to standards</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify how the internal standards or external regulations may affect the execution of tasks</li> <li>● Act accord to the stated guidelines of the bank and report to supervisors whenever there is doubt</li> <li>● Attend relevant training to ensure compliance with the bank's guidelines</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Knowledge in banking related regulations, internal guidelines and code of conduct and their application to job is demonstrated.</p> <p>7.2 Observance to all relevant regulations, internal guidelines and code of conduct without any breaching behaviors.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Monitor subordinates' behaviors to ensure professionalism of banking practitioners
2. Code	BRCRCC401A
3. Range	Monitor the professional standards of subordinates by monitoring the behaviors against the bank's internal guidelines, relevant regulations and code of conduct. This applies to all kinds of jobs-related tasks/behaviors.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify critical behaviors for monitoring</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the requirements of internal audit in order to identify behaviors that should be monitored</li> <li>● Identify major standards governing the professional standards of a banking practitioner</li> <li>● Identify high risks areas or common breaching behaviors in order to decide the focus of monitoring</li> </ul> <p>6.2 Educate staff on the topic of compliance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Keep abreast of latest development or changes in laws, regulations, market news and customers demands and communicate new expectations to staff</li> <li>● Identify critical training needs on compliance of each employee and arrange staff to attend appropriate training</li> <li>● Evaluate staff's performance and provide suitable coaching to assist them to comply to the internal standards or external regulations</li> </ul> <p>6.3 Monitor subordinate's behaviors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Observe staff's behaviors to ensure they have observed the professional standards</li> <li>● Identify suspicious cases and carry appropriate actions to verify whether non-compliance issues are present</li> </ul> <p>6.4 Handle non-compliance behaviors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate seriousness of the situations and take appropriate actions according to the bank's guidelines</li> <li>● Identify/Collect evidences to support the investigation</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Critical behaviors of subordinates are identified and monitored in order to prevent/decrease non-compliance behaviors.</p> <p>7.2 Provision of appropriate education / coaching to staff according to the different performance / professional requirements</p> <p>7.3 Handling non-compliance issues by taking appropriate actions after evaluating the situations.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Audit	
1. Title	Conduct audit reporting
2. Code	BRCRCT401A
3. Range	Report audit results. This applies to different kinds of audit programme adopted in different areas of the bank.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Organize audit results</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Oversee records, entries and audit trail to ensure accuracy of information</li> <li>● Liaise with assigned auditors on audit assignment; provide them with information and review their documents to ensure that proper and accurate documentation is in accord with internal audit standards and external regulations</li> </ul> <p>6.2 Report audit results</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Report incidents, risks areas and suspicious cases through audit reports or related correspondence</li> <li>● Prepare audit report and other relevant information and present to management alongside with recommendations in a timely and accurate manner</li> <li>● Report on audit portfolio which indicate status of the bank for management to make decision</li> <li>● Meet with external auditors or regulators to discuss findings on audits</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Accurate audit reports produced with indifferent and valid opinions provided in accord to internal audit standards and external regulations.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Conduct monitoring and handle breaching of laws
2. Code	BRCRCC501A
3. Range	Conduct regular on-site or off-site review by using different types of measures. This applies to different business units and functional areas of the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess advanced technical knowledge in compliance monitoring</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the effectiveness of different mechanisms in detecting deviation from laws and regulations in the banking context</li> </ul> <p>6.2 Monitor the bank's activities to spot out non-compliance incidents</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Execute compliance monitoring plans (e.g. pre-transaction review and approval, on-going review of business processes, participation in corporate governance committees, etc.)</li> <li>● Conduct regular monitoring to check and ascertain the extent of compliance with established standards, laws and regulations etc.</li> <li>● Monitor outsourced activities on an on-going basis to ensure its compliance with statutory and regulatory requirements</li> <li>● Review new product or new business approval process to analyze compliance risk involved</li> <li>● Oversee and analyze data and information collected to spot any irregularities or non-compliance issues</li> </ul> <p>6.3 Investigate report of non-compliance incidents</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Investigate, and report if appropriate, any possible breaches of laws and regulations in transactions or business activities to find out the causes and minimize negative impacts on the reputation and legal position of the bank</li> <li>● Consolidate relevant data and conduct analysis to find out the truth of the case</li> <li>● Review and analyze investigation outcome of customer complaints, suspected fraud and any other compliance issues raised by external parties (e.g. regulatory bodies, external auditors or internal auditors, etc.) to ensure fair judgment has been made</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Tracking of activities critical to compliance and detect non-compliance issues in a timely and accurate manner based on observation and analysis.</p> <p>7.2 Investigation of non-compliance issues based on complex analysis of relevant data to ensure accuracy and fairness of judgment</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Review compliance programmes of the bank
2. Code	BRCRCC502A
3. Range	Conduct regular on-site compliance review in different business units, internal operations and service delivery channel of the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Review coverage of compliance programmes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review current compliance programmes and operational procedures according to bank's practices to: - 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</li> </ul> <p>6.2 Evaluate risks in existing compliance framework</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assess level of compliance risks exposed by the bank under current systems and identify leakage of these systems</li> <li>● Coordinate and work with other units to identify and assess high risks areas</li> </ul> <p>6.3 Identify measures to enhance existing compliance programmes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Suggest improvement strategies to mitigate risk exposure based on the results of programme evaluation</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Evaluation reports on compliance programmes and operational procedures are prepared in regular basis. The reports include analyses of relevant information and statistics. They also identify potential risks areas and provide recommendations on improvement measures.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Manage training and education on compliance
2. Code	BRCRCC503A
3. Range	Provide different kinds of learning activities in compliance and regulations to educate different types of employees relevant to their job roles. This covers compliance and regulations related to different business trades, internal operations and service delivery channels of the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify training needs in compliance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate compliance training needs for staff in different functional areas</li> <li>● Monitor profile of compliance skill sets of the bank by assessing staff's knowledge and skills in enforcing the compliance standards</li> <li>● Develop clear objectives for each training and education activities</li> </ul> <p>6.2 Provide training and education on compliance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design clear instructions on compliance policies to ensure staff involved are well versed in the procedures</li> <li>● Design activities to develop an effective internal compliance culture by promoting benefits of ethical business conducts</li> <li>● Design education and training programmes on compliance to help staff develop required skills and knowledge</li> <li>● Design relevant activities to promote a sense of compliance awareness in the bank</li> <li>● Design communication programmes on regulation and ordinance for staff in different functional areas</li> <li>● Ensure effectiveness of compliance training and education</li> </ul> <p>6.3 Develop plan on evaluating effectiveness of compliance training and education</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify improvement measures for each training and education activities</li> <li>● Develop plan on evaluating effectiveness of training and education by measuring post-intervention learning outcomes</li> <li>● Design post-training compliance quiz or assessment program for testing staff's compliance knowledge and skill</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Mechanism for measuring learning effectiveness are developed. The mechanism is able to collect data relevant to learning outcomes in a timely and accurate manner.</p> <p>7.2 Design education activities on compliance. The design should be based on analysis of impacts on works of different employees brought by the regulations and training needs of different employees.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Liaise with regulators and handle regulatory examinations
2. Code	BRCRCC504A
3. Range	Handle different kinds of regulatory examinations. This applies to examinations in different aspects of the bank's operations.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Liaise with regulators</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● 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</li> <li>● Liaise with law enforcement agencies or regulatory bodies to investigate suspicious transactions reported to prevent the bank from unnecessary losses</li> </ul> <p>6.2 Supervise regulatory examinations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review the result of the findings and recommendations</li> <li>● Identify circumstances which is of reasonable belief that offending activities are committed to fund movement involved in transmission, investment, loans transaction, etc.</li> <li>● Provide assistance to regulatory bodies in case of on-site examination</li> <li>● Supervise the carrying out of self-assessment exercises requested by regulatory authorities and follow up any non-compliance cases revealed in the exercise</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Internal guidelines on code of conduct on banking practices based on the analysis on requirements and interests of different parties.</p> <p>7.2 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.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Set internal policies on and regulate registration and licensing
2. Code	BRCRCC505A
3. Range	Set internal policies on and regulate registration and licensing. This applies to staff with different job responsibilities.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Set internal guidelines for fulfilling licensing requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate licensing requirements of banks and banking practitioners as stated by different regulatory bodies or ordinances</li> <li>● Set internal guidelines in instructing staff to take registration and licensing examinations</li> <li>● Develop checking measures to ensure that the bank has fulfilled licensing requirements as stated by regulatory bodies</li> </ul> <p>6.2 Identify needs of registration and licensing</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Specify registration and licensing requirements for employees holding different posts / jobs</li> <li>● Identify employees who need to attend registration and licensing examinations by reviewing the record system</li> </ul> <p>6.3 Provide assistance to staff in preparing for registration and licensing</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify suitable training programmes or other kinds of educational initiatives to prepare staff for different registration and licensing examinations</li> <li>● Advice on the arrangement of staff to attain registration / licensing requirements without hampering operation efficiency of their units</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Guidelines in relation to satisfaction of licensing requirements are prepared for relevant staff. The information presented outlines clearly and accurately the updated regulatory requirements so that employees and their supervisors are able to understand the details.</p> <p>7.2 Identification of staff who needs to go through registration and licensing procedures based on analysis on types of examinations and licenses required by different posts and the fulfillment status (e.g. expiry date) of different employees.</p> <p>7.3 Provision of advice to staff on fulfilling the registration and licensing requirements after evaluating the operational environment of their job functions</p>
8. Remarks	

> 4 . Compliance and Risk Management > Legal Advice	
1. Title	Provide professional services on legal issues
2. Code	BRCRCL501A
3. Range	Provision of professional services on legal matters. This applies to the bank's activities in different business areas and functions.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess professional knowledge in business law</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate professional knowledge in laws; is well-versed in banking ordinances in particular</li> <li>● Demonstrate extensive knowledge in banking operations and practices so as to provide legal advice relevant to banking context</li> </ul> <p>6.2 Provide legal advice to the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide advice on legal aspects of the bank's activities and handle legal enquiries</li> <li>● Recommend solutions to questionable legal conditions</li> <li>● Oversee legal operations of the bank and provide advice to prevent from unnecessary legal risk</li> <li>● Advise management on the legal implications of different activities</li> </ul> <p>6.3 Prepare reports and documents on legal aspects</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consolidate data and prepare reports or other supporting evidence to illustrate legitimacy of the bank's action</li> <li>● Provide regular and accurate reports to management on legal matters including analysis of significant matters, concerns or breaches of regulations</li> <li>● Prepare and review legal documents related to the bank's activities to prevent regulatory risks and protect the bank from unnecessary loss</li> </ul> <p>6.4 Handle different kinds of litigation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Direct and defense to retain, supervise and oversee external counsel against lawsuit or prosecution when the bank is involved in any court cases</li> <li>● Participate and represent the bank to retain, supervise and oversee external counsel in litigations and make recommendations on appropriate legal actions</li> <li>● Support investigations of any illegal transactions by providing necessary information (e.g. account holders, transaction details) to relevant regulatory / enforcement bodies and ensure that provision of information does not breach ordinance related to privacy and use of information</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of professional advice and relevant support which offer useful solutions to legal problems. The services given can demonstrate an accurate interpretation of different situations and the ability to flexibly apply legal expertise to tackle different issues under diverse scenarios.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Legal Advice	
1. Title	Communicate information on new or revised legal / statutory requirements
2. Code	BRCRCL502A
3. Range	Update staff with changes in regulatory requirements. This applies to staff of different kinds and any regulation which has impacts on the bank's business.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze impacts of new statutory requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze new statutory requirements regularly and assess their impacts on the bank</li> </ul> <p>6.2 Communicate new or revised legal / statutory requirements to staff of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Draft interpretation of new laws and regulations according to the needs of different job posts</li> <li>● 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 posts</li> <li>● Design relevant information and publication to update staff of the bank about any new development in regulations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of relevant information on the new development in regulation to different staff after analyzing impacts of new regulations and needs of different employees.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Legal Advice**

1. Title	Investigate suspicious and illegal activities
2. Code	BRCRCL503A
3. Range	Participate or assist in investigations. This applies to any activity which is suspected to have breached the laws and regulations related to banking operations.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess professional knowledge in business law</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate professional knowledge in laws; is well-versed in banking ordinances in particular</li> <li>● Demonstrate extensive knowledge in banking operations and practices so as to handle illegal activities in banking context</li> </ul> <p>6.2 Identify suspicious and illegal activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct regular assessment on different business and operations units to evaluate the risks of fraud or other illegal activities</li> <li>● Identify suspicious and illegal activities through careful observations and analysis of available information</li> </ul> <p>6.3 Investigate suspicious and illegal activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Use appropriate methods to investigate possible breaches of laws and regulations in transactions or business activities to find out the truth</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of suspicious and illegal activities promptly and accurately based on keen observations and analysis of relevant information.</p> <p>7.2 Investigations on suspicious and illegal transactions or business activities. The investigation is able to spot and report illegal activities promptly to minimize the bank's loss. It is executed in accordance to the bank's internal guidelines and other regulatory requirements.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Risk Control**

1. Title	Establish risk management plan
2. Code	BRCRCI501A
3. Range	Establish risk management plan to monitor risk level for a particular business area. The plan should cover measurement on different kinds of risk
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze needs in risk management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze different operations of the bank to identify significant activities (e.g. assets management, treasury activities, etc.) which warrants risk management and controls</li> </ul> <p>6.2 Develop risk management plan based on the results of risks analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop specific risk management tactics according to types of products, customer segments or geographical locations and etc. and be consistent with the bank's business strategies and risk appetites</li> <li>● Set up risk limits in key activities of the bank after identifying and categorizing possible risks</li> <li>● Develop risk management plan to identify, assess, monitor and report on risks exposed to the bank</li> <li>● Develop relevant infrastructure to support the management plan</li> <li>● Design monitoring measures to ensure implementation of the risk management plan</li> </ul> <p>6.3 Design tools in risk management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop different assessment tools or measurement methods after considering particular needs (e.g. nature, business need, staff expertise, etc.) of the plan</li> <li>● Design measures to monitor limit utilization and ensure risk level are within preset criteria</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of risk management plan and tools to monitor risk levels and identify risk exceptions based on analysis on the bank's operations and needs in risks management policies.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Risk Control**

1. Title	Conduct risk assessment
2. Code	BRCRCI502A
3. Range	Measure risks level in different operations of the bank. This applies to different kinds of risks.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Plan for risk assessment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand examination activities and the execution plans to ensure a smooth implementation</li> <li>● Liaise with different business and operation units on arrangement for the risk assessment</li> </ul> <p>6.2 Carry out risk assessment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Apply specialized methods or measures to conduct risk assessment and review major activities of the bank to measure types, direction and levels of risks</li> <li>● Conduct risk assessment for new products or new business plans and make recommendations regarding stakes of the project</li> <li>● Conduct sensitivity analysis and stress-testing to evaluate prospective impact under unusual market conditions</li> <li>● Oversee transactional limits of different operations (e.g. approval authority, expenditure parameters, etc.) and ensure registration of credit lines is within approved limits</li> </ul> <p>6.3 Analyze data from risk assessment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify risks that arising from changes in political, economic, social and technological environment</li> <li>● Review risk profile and identify areas of weakness which may affect risks exposed by the bank</li> <li>● Prepare risk or reward scenarios after analyzing the identified potential risks</li> <li>● Assign risk management ratings to major activities of the bank after risk examination</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Conduct risks assessment according to the stated plan by adopting specialized methods in risk assessment</p> <p>7.2 Risk assessment reports are presented on a regular basis. The reports are well organized with a clear and systematic flow to facilitate easy understanding of assessment results. In addition, high risks areas are also enlisted on the report based on thorough analysis of different data.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Risk Control	
1. Title	Monitor risks level of the operations
2. Code	BRCRCI503A
3. Range	Monitor risks level in different operations of the bank. This applies to different kinds of risks.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Monitor movements in risks level of identified operations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor risks level movement of internal operations to ensure margin levels are maintained</li> <li>● Liaise with different business and operation units to carry out control measures for monitoring risk level</li> <li>● Detect abnormal changes in the bank's risk profile promptly</li> </ul> <p>6.2 Monitor data obtained from risks measurement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Report excesses and exceptions to management after analyzing the urgency of the situation</li> <li>● Oversee documentation of data to ensure accurate and updated information regarding risk management is properly kept</li> <li>● Aggregate data on different basis (e.g. product, geographical and functions) and calculate risk-adjusted performance</li> <li>● Construct risk profile or matrix to document findings and to indicate the bank's status in different types of risks and relevant risk management strategies</li> </ul> <p>6.3 Investigate irregularities in risks level</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Carry out investigation on any irregularity to discover causes of the issues</li> <li>● Recommend corrective actions to prevent the case from worsening and facilitate resumption of normal routine operations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitor the risks level and promptly report cases concerning excess limit of risks to relevant parties to minimize bank's loss. The report of risks demonstrates sound judgment based on thorough analysis of relevant information and accurate assessment of situations.</p> <p>7.2 Investigation of irregularities in risks level to identify root causes of the problems and recommend improvement measures. The suggestions should be based on analysis of data obtained from risks measurement.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Risk Control	
1. Title	Design measures to alleviate and mitigate risks
2. Code	BRCRCI504A
3. Range	Design measures to alleviate and mitigate risks. This applies to different kinds of risks and mitigation activities.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Assess impacts brought by the risks exposure</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assess and evaluate impact created by various risk incidents on different operations and different parties (e.g. employees, business partners, customers)</li> </ul> <p>6.2 Devise plans on risks alleviation and mitigation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop risk mitigation techniques (e.g. hedging) which are tailored to different kinds of risks</li> <li>● Liaise with different business and operation units to design recovery actions</li> <li>● Design contingency plans on different kinds of risks in order to minimize disruption to daily operations</li> <li>● Coordinate with internal units to plan for publicity and relationship issues arising out of the incident to minimize the impact brought by the risks</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of contingency plans and other risk mitigation initiatives to ensure prompt response to incidents. The design is based on accurate analysis of the particular situation; attention has been paid to key factors during implementation so as to minimize negative impacts to the bank.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Business Continuity Planning**

1. Title	Analyze business impact due to different kinds of disasters
2. Code	BRCRCB501A
3. Range	Conduct comprehensive analysis on the impacts of different kinds of disasters which should cover the probability of occurrence, potential impact on different areas, financial loss and recovery actions etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Estimate business impact of different disasters</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify potential risks in business continuity by analyzing the bank's operation, financial status, regulatory obligations and relationship with customers with consideration given to address reputation</li> <li>● Assess impacts on the bank's business and operations during times of different disasters</li> <li>● Conduct periodic review of Business Impact Analysis to ensure risk arising out of new business process are properly addressed</li> </ul> <p>6.2 Determine areas which require continuity planning</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify critical activities in business, banking services, operation and internal support functions that must be maintained and continued in case of disaster</li> <li>● Determine critical interdependencies (both internal and external), without which, the bank would be failed in continuing operation</li> </ul> <p>6.3 Suggest continuity measures based on the analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Estimate time and resources required for the bank to resume critical activities and outline minimum level of services that can be delivered in case of disasters</li> <li>● Formulate protective measures to minimize disruption to the bank's business and operations during disasters and to mitigate risks exposed to the bank (e.g. insurance policy)</li> <li>● Recommend changes in existing operation mode in order to minimize potential loss or disruption suffered by the bank in case of disasters</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of critical areas for sustaining the bank's business during times of disasters after analyzing the bank's operations and estimated impacts of different disasters.</p> <p>7.2 An analysis on impacts of disasters to outlining the bank's different scenarios under different kinds and scales of disasters. The analysis provides valid assumptions and consolidation of different information. Moreover, the analysis is also able to present feasible proposals to minimize potential loss and/or business disruption of the bank.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Business Continuity Planning**

1. Title	Develop business continuity plan
2. Code	BRCRCB502A
3. Range	Production of business continuity plan. This applies to the maintenance of the bank's business and operations in different functions and geographical areas.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate business operations of different units</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the operations of own and related units and the potential impacts of different disasters</li> <li>● Formulate criteria of activation of business continuity plan</li> </ul> <p>6.2 Develop recovery strategy</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate strategies and process on recovery or back up arrangement to outline recovery priority of different services, route of alternate processing (service delivery in a way different from the normal process), and required time for execution of the recovery plan.</li> <li>● Formulate plans on minimum service delivery during disasters based on business impact analysis which covers details such as alternative site, technology, personnel requirement etc</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of continuity plans which contain feasible strategies that assist the bank recovering from disasters. Strategies for different scenarios and under different assumptions are developed. The reasoning of the strategies are also presented which include but not limited to the analyses on disasters impacts, bank's operations, resources supply after disasters and resources allocation etc.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Business Continuity Planning	
1. Title	Evaluate effectiveness of business continuity plan
2. Code	BRCRCB503A
3. Range	Conduct a comprehensive evaluation on the effectiveness of the continuity plan. This applies to continuity plan of for different disasters and in different units.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Monitor testing and review on the plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor regular testing on business continuity plans and prepare related reports to management</li> <li>● Review plans on business continuity regularly to assess their feasibility and adherence to the bank's policies</li> <li>● Evaluate and review for any plan activated, maintain proper records and identify improvement areas for business continuity plans</li> <li>● Monitor live scenario tests involving interdependent stakeholders</li> </ul> <p>6.2 Analyze the results of testing and make recommendations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate outcomes and identify lessons learnt from live scenario tests</li> <li>● Identify potential crisis scenarios and develop specific crisis management plans to minimize impact</li> <li>● Make necessary updates or recommendations on improvement areas for business continuity plans</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitoring of testing or review on business continuity plan to ensure fulfillment of the stated requirements.</p> <p>7.2 Suggested revisions on business continuity plans are provided when appropriate. The suggestions are supported by evidence drawn from analyses on relevant tests; knowledge in the best practices and updated research in business continuity; and foreseeable impacts on bank's business and operations at times of different disasters, etc.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Financial Control**

1. Title	Analyze financial status of the bank
2. Code	BRCRCF501A
3. Range	Conduct different kinds of assessment and analysis to assess the financial status of the bank. This applies to assessment in different operations and business areas.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have specialized knowledge in financial management of banking industry</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate critically financial regulatory requirements in the banking industry</li> <li>● Have specialized knowledge in financial management, especially the usual practices in banking industry</li> </ul> <p>6.2 Formulate systems and tools for financial assessment and analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate methodologies to assess financial status of the bank in terms of capital adequacy, liquidity and assessment quality, etc.</li> <li>● Monitor availability of funds after appraising the bank's financial development, financial position, policies and plans on significant development</li> <li>● Develop a supervisory framework to track and monitor financial status of the bank which can alert relevant parties whenever threats of financial risks occur</li> <li>● Execute statistical or financial analysis on relevant departmental or branch procedures upon request</li> <li>● Develop a tracking system to follow up issues audited and recommended for improvement and track each item for resolution or completion</li> </ul> <p>6.3 Conduct financial assessment and analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify financial risks or potential problems exposed to the bank alongside with provision of recommendations to improve the situations after carrying out comprehensive study</li> <li>● Analyze relevant data to detect control deficiency, duplicated effort, fraud or extravagance in the bank's activities</li> <li>● Interpret results on different financial or statistical analysis; outline how they affect financial performance of the bank; and make recommendations on improvement measures</li> <li>● Analyze results of financial analysis and make recommendations on improving efficiency of financial management</li> <li>● Research on general business environment and minimize economic or financial impact on the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Reports on financial analysis and recommendations on efficiency improvement are prepared on regular basis. The reports include key financial analysis and the findings are organized in a systematic and logical manner. These recommendations are supported by relevant analyses.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Financial Control	
1. Title	Conduct budget monitoring
2. Code	BRCRCF502A
3. Range	Monitor budget spending. This applies to budget on different kinds of projects / initiatives and in different amounts.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Plan for budget monitoring and financial control</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop specific framework to track and monitor spending of different unites (e.g. capital adequacy, liquidity, asset quality, etc.) and recommend solutions to restore fulfillment when figures are deviated from ordinary level</li> <li>● Develop action plan to tackle weakness in financial condition spotted and implement plan in a timely and efficient manner</li> </ul> <p>6.2 Oversee formulation of budget plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Coordinate planning on expenditure and income; and forecast amount for necessary cash flow</li> <li>● Review budget programmes, cost accounting procedures and other financial reports in order to ensure financial soundness of the unit</li> <li>● Review expenditure proposal to ensure compliance with the bank's policies and evaluate its economic efficiency</li> <li>● Provide advice on special projects (e.g. investment and acquisition, etc.) and recommend alternatives</li> </ul> <p>6.3 Monitor spending</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor operating budget by checking appropriation of funds against approved budgets</li> <li>● Enact accounting control to ensure that expenditure is within authorized amount</li> <li>● Identify and assess financial risks (e.g. cash flow problems, etc.) through conducting relevant analysis (e.g. ratio analysis, etc.)</li> </ul> <p>6.4 Evaluate actual spending with the budget</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Interpret and analyze data and prepare corresponding reports for management review</li> <li>● Report and analyze discrepancies spotted on actual expenditures against budget</li> <li>● Review and analyze operating results (e.g. income and expenditure analysis, etc.) and discern their financial impact on the bank for purpose of making recommendations in enhancing operational efficiency and profitability</li> </ul>
7. Assessment Criteria	<p>(i)</p> <p>7.1 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.</p> <p>7.2 Evaluation on expenditure and recommendation on improving budget monitoring based on analysis of different financial data.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Financial Control	
1. Title	Manage financial information
2. Code	BRCRCF503A
3. Range	Manage the collection, storage and application of financial information. This applies to all financial information possessed by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop policies and standards for managing financial information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop policies regarding finance and accounting practices and standards of the bank</li> <li>● Develop policies on technical support is available in system application</li> <li>● Develop policies on control measures to ensure reliability and accuracy of data</li> <li>● Establish standards in information reporting to ensure consistency throughout the bank</li> </ul> <p>6.2 Develop systems and procedures for managing financial information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop financial management information systems to provide timely financial information on operational efficiency and profitability</li> <li>● Design configuration to meet user requirements</li> <li>● Design systems and procedures of record maintenance for purpose of adequate accounting control</li> </ul> <p>6.3 Identify needs in information management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify needs for financial management information through analyzing the operations of different units</li> <li>● Examine and review existing financial management information systems and identify areas for improvement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Financial Control	
1. Title	Oversee regulatory reporting
2. Code	BRCRCF504A
3. Range	Provide different kinds of financial report for different business and functional areas to fulfill the regulatory requirements that govern retail banking industry.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have specialized knowledge in disclosure requirement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate requirements of financial disclosure in various ordinances related to banking practices</li> </ul> <p>6.2 Formulate policies and procedures in regulatory reporting</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate policies and standards on reporting and presentation format according to statutory requirements</li> <li>● Establish procedures and systems to ensure that adequate control on regulatory reporting</li> <li>● Establish relevant accounting procedures and format in statistical or financial reports</li> <li>● Establish manual for compiling statutory returns or reports required by regulatory bodies</li> </ul> <p>6.3 Monitor regulatory reporting</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Oversee documents and reports (e.g. budgeting, forecast, statutory reporting of financial or company information) to show a true and fair view to various stakeholders</li> <li>● Oversee periodic financial and operating reports to ensure timeliness and accuracy</li> <li>● Review consolidated financial statements and operations reports to ensure that adequate information are disclosed</li> <li>● Coordinate for dissemination of information through various channels (e.g. press release)</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of policies and/or standards for financial reporting after analyzing the regulation requirements and the bank's operations. The policies and/or standards cover all relevant regulations and practices while allow the bank to collect data and prepare reports in an effective and efficient manner.</p> <p>7.2 Monitoring the preparation of reports to ensure relevant reports for fulfilling regulatory requirements are prepared timely in professional manner.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Audit**

1. Title	Design audit programme
2. Code	BRCRCT501A
3. Range	Develop 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Design measures to support the audit programme</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Investigate with representatives from different business and operation units to ensure that audit practices and recommendations introduced are feasible and compatible with the bank's operations</li> <li>● Develop tools or infrastructure which are necessary to support implementation of audit functions as stated in formulated approaches</li> <li>● Provide consultancy and support to other business and operation units on control or audit related matters</li> <li>● Design relevant training courses to develop staff in technical aspect of audit matters</li> </ul> <p>6.2 Design audit programme</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure that the audit programmes are complied with regulatory requirements</li> <li>● Develop procedures of audit program and standards after analyzing audit policies and operations of respective units</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Development of supporting measures to provide relevant information and support to other business and operation units of the bank after analyzing specific needs of different groups of employees.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Audit	
1. Title	Conduct audit programme tracking and monitoring
2. Code	BRCRCT502A
3. Range	Monitor the execution of audit programmes. This applies to audit programmes carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop implementation plan for audit programme</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop execution plan of audit programme by specifying priority, schedule, manpower requirements and tools required and etc. to ensure its completion as scheduled and as stated in procedures</li> <li>● Select audit techniques, software or other necessary tools for each specific audit assignment</li> </ul> <p>6.2 Conduct audit programme</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct audit and spot audit in a periodic basis to ensure that each area is audited regularly</li> <li>● Monitor audit processes and activities to ensure that audit is completed appropriately and timely</li> <li>● Liaise with business and operation units to facilitate adoption of audit standards and ensure that audit programmes are smoothly and consistently carried out</li> <li>● Oversee processes and records of different transactions, products or services to ensure that they are meeting compliance of internal standards</li> <li>● Review audit processes regularly in order to identify any problem or loophole in current practices and recommend remedial solutions when necessary</li> <li>● Oversee accounting records of contractors or other business partners to protect interest of the bank</li> <li>● Review new programmes, products or services to provide adequate controls and ensure that audit requirements are incorporated</li> <li>● Coordinate with outside auditors to ensure that their practices are in consistency with internal audit programmes</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Supervision of auditing activities to ensure the execution is in accord to the stated plan so that regular and proper audit is conducted on the specific units.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Audit**

1. Title	Evaluate effectiveness of audit programmes
2. Code	BRCRCT503A
3. Range	Evaluate the effectiveness of audit programmes. This applies to audit programmes carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze data from auditing                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze audit portfolio and detect any deviances or suspicious cases</li> <li>● Investigate causes of deviations or irregularities from stated standards</li> </ul> <p>6.2 Review and assess effectiveness and efficiency of audit programmes                      Be able to:</p> <ul style="list-style-type: none"> <li>● Review and assess effectiveness and efficiency of audit programmes and identify ways to improve efficiency through streamlining the processes</li> <li>● Evaluate coverage and ensure that adequate audit control is enforced on key functions (e.g. major functional areas, financial accounting, information technology, outsourced activities, compliance with statutory requirements, etc.) in order to protect the bank from risks (e.g. regulatory, operational or other kinds), errors or frauds</li> </ul> <p>6.3 Provide suggestions to improve existing audit programme                      Be able to:</p> <ul style="list-style-type: none"> <li>● Provide recommendations on audit processes and suggest measures to monitor post-audit follow-up actions to ensure that recommendations are carried out properly</li> <li>● Keep abreast with state-of-art audit technology and introduce new audit techniques, tools and practices</li> <li>● Update audit programmes regularly in response to the changing regulatory environment</li> <li>● Review and provide feedback on results of audit programmes to continuously improve the work of audit unit</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Recommendations of improvement actions based on analysis of audit data and effectiveness of existing audit programmes</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Formulate policies and internal standards on compliance
2. Code	BRCRCC601A
3. Range	Development of internal policies and standards on compliance for the whole bank to keep the bank's business in minimum risk exposure
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on regulatory requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Possess professional knowledge in law and is highly specialized in ordinances related to banking</li> <li>● Research means of breaching regulations (e.g. money laundering) and analyze potential impacts to the bank</li> <li>● Analyze updated guidelines and circular issued by different regulatory bodies regularly to evaluate the development trend of regulatory requirements</li> <li>● Anticipate future trends and development in banking practices, market environment and regulatory standards of foreign countries etc. based on incomplete information to prepare the bank for upcoming changes in regulations</li> </ul> <p>6.2 Formulate policies and internal standards</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate internal standards by stating practices and procedures acceptable / required by the bank</li> <li>● Review internal policies to ensure they are in line with the modifications in relevant laws and regulations</li> <li>● Specify responsibilities in different functional areas in fulfilling the statutory and regulatory requirements</li> <li>● Formulate policies to specify the bank's orientation in addressing the regulatory requirements</li> <li>● Design policies to enforce compliance with statutory requirements, such as monitoring mechanism, investigation procedures, and disciplinary actions etc.</li> </ul> <p>6.3 Design reporting systems for information on compliance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design effective internal reporting systems to provide management with updated information on compliance</li> <li>● Establish escalation procedures for reporting different types of non-compliance issues to internal parties or regulatory bodies</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Policies and internal standards for compliance are established based on complex analysis of regulatory requirements, the bank's situations and incomplete information on the future trends in banking practices. The policies should cover all relevant regulatory requirements and provide enough protection to the bank.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Develop complementary system to support enforcement of compliance policies
2. Code	BRCRCC602A
3. Range	Develop systems to enforce compliance policies which are applicable to a broad range of banking functions including business trades, internal operations and service delivery channels, etc.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on law and regulatory requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Research and analyze compliance policies and internal standards of the bank to identify supporting measures required during enforcement</li> <li>● Analyze the future trend and development in regulations based on incomplete information</li> <li>● Analyze relevant ordinances (e.g. Banking Ordinance) and assess how they impact the bank's business, operations and development</li> </ul> <p>6.2 Design supporting systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design necessary infrastructures to accommodate regulatory requirements to ensure the bank can meet the compliance standards</li> <li>● Liaise with different business and operation units to plan for measures in supporting compliance policies</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of supporting systems for enforcement of compliance policies. The design of such system is based on complex analysis on current and future regulatory requirements and the bank's operations.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Compliance	
1. Title	Establish and maintain monitoring procedures and measures to track compliance fulfillment
2. Code	BRCRCC603A
3. Range	Design and maintain monitoring system covering activities in a broad range of banking functions including business trades, internal operations and service delivery channels, etc.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research to identify needs for compliance monitoring</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the future trend and development in regulations based on incomplete information in order to design a monitoring systems which can provide enough protection to the bank in a long run</li> <li>● Liaise with other business and operation units to review needs for monitoring to ensure proper compliance framework and sufficient level of internal control is in place</li> </ul> <p>6.2 Formulate policies related to compliance monitoring</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate document retention policy on compliance in accord with regulatory requirements and retrieval of necessary information (e.g. volume of funds flow, beneficial owner of the account, etc.) in case of investigation or litigation</li> <li>● Develop compliance monitoring measures and plans (e.g. pre-transaction review and approval, on-going review of business processes, participation in corporate governance committees, etc.) when necessary</li> <li>● Establish policies in tackling and investigating non-compliance issues and applying disciplinary action or follow up remedial action</li> </ul> <p>6.3 Maintain established compliance monitoring systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review adequacy of resources for compliance function</li> <li>● Analyze compliance risk reported and review the needs in system enhancement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Compliance monitoring plans are adopted and executed throughout the bank thoroughly. The execution is adhered to the guidelines and standards stated by the bank so as to enforce a uniform standard across different units or teams.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Legal Advice**

1. Title	Formulate policies on handling suspicious and illegal activities
2. Code	BRCRCL601A
3. Range	Formulate policies on handling suspicious and illegal activities. This applies to all kinds of banking activities which is suspected to have breached laws and regulations that govern banking operations.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Formulate policies for investigating suspicious and illegal activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate policies in investigating suspicious banking transactions of individual customer account after analyzing regulatory requirements and operations of the bank</li> <li>● Formulate policies in investigating or regulating integrity of activities of the bank or individual employees</li> </ul> <p>6.2 Design complementary measures to support the policies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the policies and existing operations to formulate measures in reporting, recording and information dissemination to facilitate the handling of frauds, crimes and other irregularities</li> <li>● Develop training programmes related to fraud awareness and knowledge in relevant counter measures after analyzing the existing skills level and knowledge of employees</li> </ul>
7. Assessment Criteria	<p>(i)</p> <p>7.1 Policies on investigating suspicious and illegal transactions formulated. The policies are able to address the regulatory requirements while minimize disruption to daily operation of the bank. Moreover, the policies can facilitate the identification of illegal activities in an effective manner</p> <p>7.2 Provision of complementary measures in facilitating implementation of the policies after analyzing the existing policies, operations of the bank and abilities of employees</p>
8. Remarks	

> 4 . Compliance and Risk Management > Risk Control	
1. Title	Establish overall risk management policies and governance structure
2. Code	BRCRCI601A
3. Range	Establish risk management policies for the whole bank. This covers risks of any kinds and operations in different areas.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on needs in risks management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review adequacy of existing risk management practices and policies to evaluate whether they can catch up with the changing environment</li> <li>● Anticipate the future trends and development in the business environment to identify possible risks which the bank is exposed to</li> <li>● Develop a comprehensive understanding of the bank to know its key business, functions, strategies, products and services so as to identify possible risk areas</li> </ul> <p>6.2 Establish risk control policies and governance structure</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with management and related parties to formulate policies to identify, assess, monitor and report on risks (e.g. credit risk, interest rate risk, market risk, liquidity risk, operational risk, reputation risk, legal risk, strategic risk, etc.)</li> <li>● Develop management information system to report and record risk levels of key activities</li> <li>● Establish a governance structure to support the risk management policies</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Risk management policies and governance structure are developed and installed within the bank. These policies are formulated according to critical analyses of different information including the bank's business, operations and future trends in the business environment. They also illustrate an accurate assessment of risks faced by the bank.</p>
8. Remarks	

> 4 . Compliance and Risk Management > Business Continuity Planning	
1. Title	Formulate business continuity policies
2. Code	BRCRCB601A
3. Range	Develop policies in business continuity. This applies to the maintenance of the bank's business and operations in different functions and geographical areas.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Research approaches in business continuity</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate different approaches in business continuity in order to recommend models which are suitable to the bank's business strategies, operations, business procedures, services and resources, etc.</li> </ul> <p>6.2 Formulate policies and supporting measures on business continuity</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish policies, processes and standards for business operations during disasters</li> <li>● Provide necessary infrastructure or resources to facilitate implementation of business continuity policies</li> <li>● Identify vital information for critical business recovery to formulate policies on record management</li> <li>● Formulate policies regarding communication with external parties (e.g. regulators, media, business partners, etc.) to ensure consistent flow of up-to-date message to prevent rumors or panic</li> <li>● Formulate policies regarding internal communication during disaster in order to coordinate recovery effort</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Business continuity policies and supporting measures which are able to ensure operation of the bank during unexpected events are formulated. The plan displays expertise in business continuity planning and can guide operational procedures under extraordinary circumstances which are designed according to critical analyses of different sources of information such as impacts of disasters, bank's standard operations and business procedures, minimum level of customer service requirements and regulatory compliance, etc.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Audit**

1. Title	Formulate audit policies and approaches
2. Code	BRCRCT601A
3. Range	Formulate policies in internal audit. This applies to audit policies carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on auditing and banking practices                      Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on different practices and methods in auditing to design a suitable approach for the bank</li> </ul> <p>6.2 Identify audit requirements of the bank                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze different operations and activities of the bank to identify areas which warrant monitoring and tracking to ensure a smooth operation</li> <li>● Identify improvement areas which require better control and formulate control measures to ensure a sound operation environment</li> </ul> <p>6.3 Formulate audit policies and approaches                      Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate audit policies and approaches to balance risks and control of the bank after grasping a thorough understanding of regulatory requirements and the bank's internal operations</li> <li>● Examine the relevant regulatory requirements in details to identify implications on carrying out the duties of auditing</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Compilation of audit 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.</p> <p>7.2 Recommendations on improving operation environment of the bank are provided as appropriate. The recommendations provided are supported by comprehensive analysis of different information.</p>
8. Remarks	

**> 4 . Compliance and Risk Management > Audit**

1. Title	Develop policies for audit reporting
2. Code	BRCRCT602A
3. Range	Develop policies on audit reporting. This applies to audit programmes carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop policies for audit reporting</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop policies to ensure that proper and accurate documentation is in accord to internal audit standards and external regulations</li> <li>● Develop audit reporting mechanisms that are in alignment with the bank's policy and design a control framework to ensure they are properly implemented</li> </ul> <p>6.2 Design plan for conducting audit reporting</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design format and practices in audit reporting after gaining a thorough understanding of regulatory requirements and needs of different business and operation units of the bank as a whole</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Policies and practices in audit reporting are designed based on regulatory requirements and needs of different business and operation units of the bank.</p>
8. Remarks	

> 5 . Technology Management > Design, Development and Implementation	
1. Title	Carry out maintenance on technology systems
2. Code	BRTMTD301A
3. Range	Carry out maintenance on different technology systems. This applies to regular check up, and execution of simple repair and problem shooting on the systems.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the operations of technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the procedures in checking technology systems in order to carry out regular check up independently</li> <li>● Understand the operation manual and mechanics of the technology systems in order to conduct simple repair and problem shooting independently</li> </ul> <p>6.2 Conduct checking on technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct checking on the operations of the technology systems to identify whether users requirements have been fulfilled</li> <li>● Carry out program version controls and audit trails</li> </ul> <p>6.3 Conduct repair and maintenance of systems when necessary</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct repair, modification and maintenance of the system according to the instructions in the operation manual</li> <li>● Report to relevant parties or service providers to perform debugging or repairing activities when encountering complex problems</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Conducting regular check up on technology systems to ensure fulfillment of users requirements according to stated plan or request of users.</p> <p>7.2 Provision of repair and maintenance services for keeping systems in good condition according to stated plan or request of users.</p> <p>7.3 Report cases to relevant parties for complex problems which cannot be handle by following the operation manual</p>
8. Remarks	

> 5 . Technology Management > Information Security	
1. Title	Assess security risks in IT systems
2. Code	BRTMTI401A
3. Range	Assess security risks in IT systems. This applies to different kinds of IT systems and covers the assessment of different kinds of risks.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have comprehensive understanding of the risk assessment framework</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate risk assessment framework of the bank to develop comprehensive understanding on procedures in measuring different kinds of security risks which the bank is exposed to</li> <li>● Evaluate common methods in risk assessments to develop comprehensive understandings on means to safeguard the bank's from potential loss arising from the breaching of security of business information by customers or business partners</li> </ul> <p>6.2 Conduct risk assessment procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Measure risk on systems and networks for identifying risks and potential loss of unauthorized access and identify possible areas which threaten information security of a bank</li> <li>● Make judgment and adjust the assessment procedures when necessary in order to ensure smooth operations and fulfillment of the stated objectives</li> <li>● Identify potential IT security weaknesses and recommend remedial improvement measures</li> <li>● Communicate the identified risks in IT security with related business and operation units and recommend any changes in the system to enhance the security</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Presentation of report on security risks assessment. The report should outline clearly the risks levels of different systems, high risks areas and measures to mitigate risks identified.</p> <p>7.2 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.</p>
8. Remarks	

> 5 . Technology Management > Enterprise Intelligence	
1. Title	Monitor daily operations of intelligence systems
2. Code	BRTMTE401A
3. Range	Manage the use of database to facilitate a smooth flow of enterprise intelligence systems. This applies to database system for different kinds of information.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the bank's intelligence systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● 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</li> <li>● Understand different applications of intelligence systems in order to identify the requirements and common problems of different users</li> </ul> <p>6.2 Provide support services to users</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide database support services to different user departments to ensure their smooth applications</li> <li>● Offer advices or resolve problems in using database by understanding the concerns of users and offering accurate information</li> <li>● Answer enquiries regarding the use of database and develop user guide by identifying the root causes of the problems</li> </ul> <p>6.3 Monitor functioning of intelligence systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor operations of the system and identify any abnormal issues or potential risks</li> <li>● Carry out regular check and maintenance to ensure proper functioning of the systems</li> <li>● Perform analysis to test application of database and make necessary modifications to correct errors or enhance the system</li> <li>● Monitor the use of database and oversee whether there is any misuse or illegal access</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of enquiry or consultancy services to different user parties. Solutions provided should be based on accurate understanding of the root causes and can solve the problems successfully.</p> <p>7.2 Monitoring of the operations of intelligence systems to identify potential problems. Suitable actions are carried out in order to ensure the smooth operations.</p>
8. Remarks	

**> 5 . Technology Management > Technology Infrastructure**

1. Title	Monitor the operations of customer service systems to ensure a smooth applications
2. Code	BRTMTT401A
3. Range	Monitor the operations of customer service systems and provide different kinds of technological support. This applies to IT systems of different kinds.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the operations of customer service systems                      Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the objectives, functions and operations of different customer service systems used by the bank in order to handle different enquiries and solve problems in operations</li> </ul> <p>6.2 Assist different parties in using the systems                      Be able to:</p> <ul style="list-style-type: none"> <li>● Handle enquiries from internal and external users regarding the use of various interfaces / systems by identifying root causes of their problems</li> <li>● Provide advice and consultancy to internal departments regarding the provision of technology service to customers by identifying the information required by the users accurately</li> </ul> <p>6.3 Monitor and maintain system performance                      Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor performance of the systems to ensure its efficiency and effectiveness</li> <li>● Identify potential risks in the operations and carry out remedial measures when necessary</li> <li>● Provide backup or alternative communication interfaces / system and repair communications interfaces / systems when incident arises</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of enquiry or consultancy services to different customers. Solutions provided should be based on accurate analysis of the root causes and can solve the problems successfully.</p> <p>7.2 Monitoring of operations of the systems; identifying potential risks and carry out appropriate actions to ensure smooth operations.</p>
8. Remarks	

> 5 . Technology Management > Design, Development and Implementation	
1. Title	Oversee the implementation of new technology systems
2. Code	BRTMTD401A
3. Range	Oversee 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	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the plan on implementing technological changes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the implementation plan in order to identify deviances in the process of installation, delivery or decommission of technological applications or other changes in system</li> </ul> <p>6.2 Oversee implementation of new technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor the implementation process and identify any deviance from the stated plan</li> <li>● Check whether new applications are compatible with existing systems and complete system integration</li> <li>● Identify potential problems; fix the bugs or problems occurred as a result of the introduction of new software or systems</li> <li>● Coordinate related business and operation units to carry out field tests for new applications</li> <li>● Conduct post-implementation review for applications in use</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitoring of the implementation of new technology systems. The implementation should comply to the stated plans and appropriate actions are taken to solve problems encountered during the implementation process.</p>
8. Remarks	

> 5 . Technology Management > Design, Development and Implementation	
1. Title	Facilitate the use of new technology systems
2. Code	BRTMTD402A
3. Range	Provide guidelines or different learning activities in educating different users in using the new technology systems.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the learning needs in new technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the functions and operation procedures of new technology systems in order to design suitable training activities and writing appropriate guidelines</li> <li>● Understand the knowledge, job responsibilities and usage of the new technology systems of different users in order to identify their needs in training and guidance</li> </ul> <p>6.2 Educate users in using the new systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Plan for the training, conduct induction activities, design instruction materials or flow charts for users who are affected by the introduction of new technological applications</li> <li>● Provide advice concerning application of technology to different kinds of users based on their operational flow</li> </ul> <p>6.3 Formulate guidelines in using and applying the technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate guidelines for proper use of the new technology systems</li> <li>● Provide guidelines on the change management process to facilitate the adoption of new technological applications</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of training, briefing and/or instruction materials for use of new software or systems. The design of materials should be tailored to the knowledge and profiles of different users.</p>
8. Remarks	

> 5 . Technology Management > Operations, Support and Quality Delivery	
1. Title	Offer help desk services
2. Code	BRTMTO401A
3. Range	Offer help desk services to different users. This applies to application of different types of technology systems throughout the bank.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand help desk policies and procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand helpdesk policies and procedures in order to implement help desk services by providing suitable assistance tailoring to different types of requests or enquiries</li> <li>● Understand the help desk database to retrieve relevant archival data and speed up process in answering enquiries</li> </ul> <p>6.2 Provide help desk services to users in the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Resolve problems and provide advice concerning use of hardware and software systems or infrastructure</li> <li>● Resolve routine problems by answering enquiries of different users in the bank</li> <li>● Act as a contact point to direct request to relevant parties (e.g. technology service provider, system analyst, programmer) if further action is required</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of suitable advice and solutions according to different types of problems encountered by the users.</p>
8. Remarks	

**> 5 . Technology Management > Operations, Support and Quality Delivery**

1. Title	Provide field support in resolving problems in the technology systems
2. Code	BRTMTO402A
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	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand policies and plans in support services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand policies, process and implementation plan of different kinds of support services in order to identify root causes and suitable solution for different enquiries or incidents</li> <li>● Understand contingency plans, risk management initiatives and relevant tools to ensure prompt and appropriate response and continuity of operations during serious breakdown of system</li> </ul> <p>6.2 Investigate problems and identify root causes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Investigate system problems by collecting data and evidence from different sources</li> <li>● Use appropriate testing equipment or software to analyze the scope and effects of the problems</li> </ul> <p>6.3 Resolve system problems encountered by users</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Recommend solutions and advise users on effect of different alternatives to deal with specific problems about system</li> <li>● Formulate solutions for hardware and/or software problems and provide field support services to fix them</li> <li>● Fix application within a reasonable length of time when system is down</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of root causes of the problems by collecting different evidences and following the procedures of the bank.</p> <p>7.2 Provision of advice and solutions to resolve system problems. The solution should be based on accurate analysis of the root causes and in accord to the standard procedures.</p>
8. Remarks	

**> 5 . Technology Management > Information Security**

1. Title	Build necessary infrastructures to support policies on IT security
2. Code	BRTMTI501A
3. Range	Design and develop different kinds of security infrastructures in IT systems. This applies to different types of IT systems adopted by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate needs in developing new infrastructures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>Evaluate operations of IT systems, the security policies of the bank and requirements of user departments to identify infrastructure necessary to ensure the system security</li> </ul> <p>6.2 Design infrastructures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>Propose design of infrastructures with the purpose of enhancing security of the IT systems and preventing or minimizing security risks</li> <li>Ensure designs of infrastructure can comply with technology security requirements or regulations</li> </ul> <p>6.3 Oversee engineering of security measures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>Oversee penetration testing on the enhanced systems or infrastructure components for ensuring effectiveness of the plan</li> <li>Design the production plan for the infrastructure and monitor the production process</li> <li>Develop and oversee implementation plans of installation of the infrastructure</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design infrastructure 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.</p> <p>7.2 Supervision of the production and installation of the infrastructures to ensure fulfillment of the stated objectives.</p>
8. Remarks	

**> 5 . Technology Management > Information Security**

1. Title	Monitor security level in IT systems
2. Code	BRTMTI502A
3. Range	Monitor the risks levels 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Monitor risk level</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Observe the movement of risk levels of different kinds of risks and spot for abnormal or suspicious variations</li> <li>● Monitor current report of virus or other problems to determine healthiness of the system</li> </ul> <p>6.2 Analyze the reported risks levels and identify related problems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze data on security level and determine the status of technology security of the bank</li> <li>● Identify problems in existing security products and recommend necessary maintenance and repair of the systems</li> </ul> <p>6.3 Evaluate effectiveness of IT security measures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Keep update with the latest development in regulatory requirements related to information privacy and security and recommend improvement measures</li> <li>● Evaluate effectiveness of security applications with different users in the bank and identify improvement areas</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of security problems by monitoring and analyzing the reported data in risks level.</p> <p>7.2 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.</p>
8. Remarks	

> 5 . Technology Management > Information Security	
1. Title	Perform incident response management for IT issues
2. Code	BRTMTI503A
3. Range	Manage incidents broken out in IT systems. This applies to different kinds of incidents arising in different types of IT systems.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Investigate security incidents</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Detect and identify security incidents in technology systems</li> <li>● Analyze security incidents and conduct investigation on technology security</li> <li>● Design different measures to collect necessary data related to the incidents in order to find out the truth</li> <li>● Respond to any report of security violations and carry out investigation to diagnose the causes</li> </ul> <p>6.2 Formulate solutions to tackle security incidents</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Direct contingency or recovery plan for minimizing damages of technology security incidents promptly</li> <li>● Devise response procedures the incidents</li> <li>● Oversee the writing of report on technology security incidents for record and documentation</li> <li>● Conduct post-incident follow up and carry out necessary remedial actions to ensure security of the bank systems or databases</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Investigation on security incidents in order to find out the causes. The investigation should be based on the analysis of the data collected</p>
8. Remarks	

**> 5 . Technology Management > Enterprise Intelligence**

1. Title	Design database system for managing enterprise intelligence
2. Code	BRTMTE501A
3. Range	Design database systems for specialized functions (e.g. Customer Relationship Management, Enterprise Resources Planning, etc.) identified by the bank. This applies to database system for different kinds of information.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the needs of internal users in database system</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult internal users regarding to understand their operations and identify their information needs</li> <li>● Analyze user requirements in business intelligence, such as customer information, business or transactional information</li> </ul> <p>6.2 Design database system</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assess impact brought by the system and design measures to integrate the system with existing operations</li> <li>● Propose design of database system which can accommodate the requirements of different users</li> <li>● Source appropriate data analysis application to support the informational needs</li> <li>● Develop system that can integrate information from different sources</li> <li>● Design and maintain database supporting tools, database dictionaries and any recovery or back-up mechanism</li> <li>● Develop monitoring system to regulate the update of data and ensure that data are of reasonable accuracy</li> <li>● Keep abreast with the latest development and business trends to review, upgrade the systems when necessary in order to facilitate the achievement of business goals</li> <li>● Ensure that the design of database system is easy to maintain and expandable (i.e. scalable)</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design database systems and supporting tools to manage data possessed by the banks. The design should be based on analysis on user requirements and business operations</p>
8. Remarks	

> 5 . Technology Management > Enterprise Intelligence	
1. Title	Plan for data collection and data management for building enterprise intelligence system
2. Code	BRTMTE502A
3. Range	Design plan to collect relevant data for building intelligence systems. This applies to intelligence systems of any kind.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify suitable kinds of data for building contents of database</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify kinds of data that can fulfill user requirements and are useful for the bank's day to day operation and business development</li> <li>● Ensure quality, depth and breadth of the data can match with the needs of the internal users</li> </ul> <p>6.2 Direct the process of data collection</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design methodologies, work plans, procedures and tools in collecting and consolidating relevant data for the intelligence systems</li> <li>● Supervise the whole process on data collection and make adjustment when necessary</li> <li>● Coordinate with different business and operation units on keeping data confidentiality during data collection process</li> </ul> <p>6.3 Oversee data integrity and availability</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design mechanism in verifying data input to ensure data integrity and availability</li> <li>● Set up and implement a mechanism for data management and backup</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of work plan to collect and organize data required to build the intelligence systems. The collection methods should be tailored to the types of data required by users so as to gather relevant and accurate data in an efficient manner.</p> <p>7.2 Monitoring of the data collection process and make necessary adjustment to fulfillment of stated objectives and data integrity.</p>
8. Remarks	

> 5 . Technology Management > Enterprise Intelligence	
1. Title	Develop data analysis programmes in intelligence systems
2. Code	BRTMTE503A
3. Range	Develop programs to assist analyzing data in each individual intelligence system. This covers different kinds of data analysis.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify user requirements in data application</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with product development and sales team to analyze types of data application required by different users</li> </ul> <p>6.2 Develop code for executing data analysis in systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop coding to automate calculation of necessary statistical analysis in intelligence system</li> <li>● Cooperate with analysts to develop or identify suitable analysis models and maintain model reliability by periodic fine-tuning</li> </ul> <p>6.3 Design format in data presentation and reports</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Cooperate with user to identify features to be included in the report so as to facilitate application of the results to different functions of the bank</li> <li>● Design output format which can cater to the different needs and purposes of users</li> <li>● Cooperate with different users to review application of the system to ensure effectiveness and user-friendliness of the function</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of different features on data analysis and reporting to facilitate the analysis and application of stored data. The measures should be based on analysis on users requirements.</p>
8. Remarks	

**> 5 . Technology Management > Technology Infrastructure**

1. Title	Design and construct interface / system (e.g. ATM, e-Banking) on customer service
2. Code	BRTMTT501A
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
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the needs in customer services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the kinds of customer services required by different customers in order to design interface / systems which can facilitate the bank in satisfying demands in customer services</li> </ul> <p>6.2 Develop IT infrastructure for communicating with customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct feasibility study and cost-benefit analysis on the proposed interface / system</li> <li>● Develop IT infrastructure to ensure smooth and effective communication between the banks and customers</li> <li>● Evaluate user-friendliness of the system interface design</li> <li>● Design customer communication systems which can maintain the bank's competitiveness in service delivery</li> <li>● Cooperate with other departments to formulate rules , security measures and user regulations, etc. for the technology systems</li> </ul> <p>6.3 Ensure compliance with statutory requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure all IT systems, including those provided by third parties, must comply with disability discrimination legislation in their country of origin and in their countries of use</li> <li>● Consider the needs of the underprivileged such as, visually impaired, handicapped, less educated, technology phobia people</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Production of IT infrastructure and user-friendly system interface for products and services delivery based on analysis on users requirements and cost-effectiveness analysis, etc. Moreover, the systems should be able to comply with statutory requirements.</p>
8. Remarks	

**> 5 . Technology Management > Technology Infrastructure**

1. Title	Evaluate effectiveness of IT systems on customer services and identify improvement needs
2. Code	BRTMTT502A
3. Range	Evaluate and identify improvement needs on existing customer service systems. This covers different systems in the entire process in delivering products and services.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate performance of customer services systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the performance metrics of different customer services systems to assess its effectiveness</li> <li>● Consult internal and external users to obtain their opinions and suggestions in the interface / systems</li> </ul> <p>6.2 Identify improvement needs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify gaps in existing customer services systems by analyzing customer's voices</li> <li>● Identify lapses in operational efficiency of existing systems by analyzing the results of performance evaluation</li> <li>● Evaluate latest development of technology to identify gaps in existing systems</li> </ul> <p>6.3 Enhance technological capability by upgrading existing systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research to develop new configuration to enhance the technology framework in customer services</li> <li>● Recommend and design new advanced customer services systems to catch up with the changing needs of users</li> <li>● Ensure the new design can comply with the regulatory or legislative requirements in the field of technology</li> <li>● Justified the recommendations by evaluating the differences in capability between existing systems and newly introduced technology</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of improvement needs in customer service systems by analyzing performance of current systems, customer needs and latest technological developments, etc.</p> <p>7.2 Recommendations on upgrading the customer service systems of the bank. The suggestions should be based on analysis on the bank's needs in technological improvement and regulatory requirements.</p>
8. Remarks	

**> 5 . Technology Management > Technology Infrastructure**

1. Title	Develop and update IT architecture to facilitate products and services delivery
2. Code	BRTMTT503A
3. Range	Build and update technology infrastructure to support the bank's business strategies in products and services delivery.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop appropriate IT architecture to meet the bank's business strategies and needs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop different types of IT architectures (e.g. application software, data, network, security, etc.) to meet the business strategy and needs of the bank according to technology needs analysis</li> <li>● Relate compatible software components (e.g. MTS, VCL, etc.) and required visible properties of those components to computing or program systems in use for providing professional operation environment to users</li> </ul> <p>6.2 Update IT architecture</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review the established IT architecture regularly to ensure that they can catch up with the business strategy and needs of the bank</li> <li>● Refine the established IT architectures when there are changes in the needs of the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Production and update of different types of IT architectures which can satisfy the bank's strategies and customer's requirements in products and services delivery.</p>
8. Remarks	

> 5 . Technology Management > Design, Development and Implementation	
1. Title	Identify and analyze technology needs of the bank
2. Code	BRTMTD501A
3. Range	Analyze 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 Requirement</p> <p>6.1 Identify needs in technological improvement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze strategic directions of the bank and identify technological needs underpin the future development</li> <li>● Consult different users (e.g. branch banking, credit cards, supporting units, etc.) in the bank regarding their technological needs</li> <li>● Analyze changing business environment and identify needs in upgrading the IT systems</li> <li>● Review and evaluate business processes and current technology used in the bank to identify improvement areas which technology can assist in enhancing productivity, efficiency and security</li> </ul> <p>6.2 Prioritize needs in technological improvements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prioritize needs in technology development or acquisition based on the bank's strategies in business development</li> <li>● Review the plan on business development of different functions and determine the urgency in introducing technological improvements</li> <li>● Conduct cost and benefit analysis on different proposed solutions and evaluate the possibilities of alternatives solutions</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Prioritization of different technological needs after analyzing the importance to the bank's development, costs, benefits and feasibility of other alternatives.</p>
8. Remarks	

> 5 . Technology Management > Design, Development and Implementation	
1. Title	Perform system development and engineering
2. Code	BRTMTD502A
3. Range	Design and develop technology systems for the bank. This applies to system engineering to support different operations which will be applied throughout a particular business area.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate needs and requirement of users</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult internal users to draw up user specifications of different system applications based on the identified needs</li> <li>● Analyze the goals of users and practical considerations when designing the configuration</li> </ul> <p>6.2 Manage system development projects</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate scope, objectives and time frame, etc. for system development projects</li> <li>● Direct and monitor the implementation of system development projects to ensure compliance with the stated plan</li> <li>● Establish communication channels between system development team and internal users to coordinate the project initiatives and internal operations for ensuring the fulfillment of identified user requirements</li> </ul> <p>6.3 Develop systems in accordance with identified user requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate security standards for different system applications and ensure that system developed is in compliance with the predefined standards</li> <li>● Conceive, design and propose architecture design and configurations of different technological applications to facilitate product development, service delivery and supporting functions</li> <li>● Design system test / trial runs (e.g. SIT, UAT, etc.) to verify functionality of design and examine its effect on affected units; revise the design based on the test results when necessary</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Managing and monitoring system development projects to ensure fulfillment of identified user requirements.</p> <p>7.2 Development of systems based on analysis on user requirements, security standards and test results, etc.</p>
8. Remarks	

> 5 . Technology Management > Design, Development and Implementation	
1. Title	Acquire technological tools and solutions from technology service providers for system development
2. Code	BRTMTD503A
3. Range	Procure technological tools, both software and hardware, from outside vendors. This applies to procurement of different kinds of tools during system development.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Establish guidelines for acquiring technology service from vendors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze benefits of acquiring external service providers and the corresponding risks in order to design the guidelines</li> <li>● Establish policies and guidelines on acquisition of technological tools and solutions from technology service providers</li> <li>● Establish security standards to be exercised over bank's data entrusted to other organization based on analysis on security potential security threats</li> <li>● Formulate the business terms on which data will be dispatched and accepted, including responsibilities for loss, delay or error</li> <li>● Decide the rights for bank's IT security or authorized independent third parties to undertake IT security reviews of supplier systems and facilities</li> </ul> <p>6.2 Decide acquisition of technological tools and solutions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Decide acquisition of technology infrastructure and solutions from technology service providers after analyzing needs of the banks, services of different vendors and cost-effectiveness of different alternatives</li> <li>● Evaluate the cost-effectiveness of purchasing solutions from external vendors after comparing the pros and cons of different alternatives including in-house development</li> <li>● Establish service level agreement to ensure timely service of technology service providers through sourcing, communicating and negotiating with technology service providers</li> <li>● Monitor due diligence on the products or services and the providers</li> </ul> <p>6.3 Monitor performance of technology service providers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Negotiate with technology service providers in formulating the best solutions for the bank's users</li> <li>● Monitor performance of technology service providers to ensure that standards and service level specified in the service agreement is being met</li> <li>● Monitor the performance of technology service providers when problems arise to ensure availability of quality support from them</li> <li>● Monitor cooperative relationship with technology service providers (e.g. handing and reviewing contracts of the technological facilities, etc.)</li> <li>● Communicate with suppliers on serious IT security control weaknesses identified prior to implementation of products and services</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision on guidelines on acquiring services from external vendors based on the analysis on the benefits and risks.</p> <p>7.2 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.</p> <p>7.3 Ensure fulfillment of users requirements based on the monitoring of performance of the service providers.</p>



> 5 . Technology Management > Design, Development and Implementation	
1. Title	Conduct system evaluation
2. Code	BRTMTD504A
3. Range	Evaluate the performance of different technology systems. This applies to different kinds of evaluation and all technology systems adopted by the banks.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate effectiveness of existing system</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design comprehensive evaluation plan which cover different aspects of existing systems to have a comprehensive understanding of their performance</li> <li>● Oversee all technological applications to ensure conformance with programming standards</li> <li>● Evaluate effectiveness in achieving objectives in environmental / corporate responsibility</li> <li>● Consult different users to obtain opinions and feedbacks of systems in use</li> </ul> <p>6.2 Identify improvements in technology</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze results of system evaluations and identify gaps in existing systems</li> <li>● Keep updated on the latest technological development and evaluate the needs to bring in new features into the bank when necessary</li> <li>● Conduct research and estimate the future technological needs of the bank in order to identify improvement needs</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Conducting evaluation on existing systems. The evaluation should be based on analysis on different sources of data and cover different perspectives of system performance.</p>
8. Remarks	

> 5 . Technology Management > Operations, Support and Quality Delivery	
1. Title	Manage support services of technology systems
2. Code	BRTMTO501A
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
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze needs in support services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Anticipate the usage of different systems, nature of frequently seen problems and types of support services required by different users by analyzing different sources of information such as functions of different systems, utilization rate, problem logs, users profile, etc.</li> <li>● Consult different users in order to define user requirements in support services on technology systems</li> </ul> <p>6.2 Formulate policies on providing system support</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate policies on providing different kinds of support services to ensure operational effectiveness of technology systems in providing timely and adequate support to business development and service delivery</li> <li>● Develop documentation policies on recording daily operational activities and special incidents</li> <li>● Formulate policies on deployment of resources to different technological applications</li> <li>● Formulate policies on scrutinizing performance of different technology systems or infrastructures through carrying out codes, test, debug and installation</li> </ul> <p>6.3 Monitor the support services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish processes in evaluating whether performance capabilities of technological applications can meet the stated objectives</li> <li>● Develop mechanism in managing daily operations of system including backup services and data center</li> <li>● Monitor revision or update of systems / program when necessary</li> <li>● Monitor and control capacity upgrade plan</li> <li>● Monitor and review service level fulfillment of different technology infrastructures</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Monitoring of support services to ensure the provision of support services can fulfill its objectives and carry out improvement when necessary.</p>
8. Remarks	

**> 5 . Technology Management > Operations, Support and Quality Delivery**

1. Title	Monitor change management when implementing new systems or systems updates
2. Code	BRTMTO502A
3. Range	Design change management plan for 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze changes in technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the scope of change in order to identify impacts on technology systems and the work of staff in IT departments</li> <li>● Analyze the profiles of affected parties to identify their needs, expectations and resistance</li> <li>● Analyze the impact to the work of users, such as utilization rate and applications, etc.</li> </ul> <p>6.2 Establish change management plan in technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult user departments to outline the actions required from IT department for supporting the change initiatives</li> <li>● Establish change management plan specifying process, schedule, responsible parties and action steps, etc. in bringing in the new changes</li> </ul> <p>6.3 Monitor the process of change management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design and provide necessary infrastructure to support the users in adopting the changes</li> <li>● Manage the implementation of change management process, fixing problem in a prompt manner to minimize disruption of operations</li> <li>● Adjust change management strategies appropriately after carrying out evaluation study in conjunction with related business and operation units to assess effectiveness of the change management initiative</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of plan on change management in technology systems. The plan should be based on analysis on the nature and extent of changes, profiles of stakeholders, anticipated resistance etc.</p> <p>7.2 Monitoring of the change processes and carrying out problem solving during the course in a swift and effective manner.</p>
8. Remarks	

> 5 . Technology Management > Operations, Support and Quality Delivery	
1. Title	Design and monitor system recovery
2. Code	BRTMTO503A
3. Range	Formulate system recovery plan for different technology systems to ensure functioning in case of system breakdown.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Design plans for system recovery</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assess the impact and risk of breakdown for different systems and recommend measures to be taken in order to minimize the possible disruption of operations</li> <li>● Set up recovery plans based on impact assessment and ensure adequate level of resources and personnel to support implementation of recovery plans</li> <li>● Conduct periodic drill or test to assess recovery plan or continuity of operations for ensuring that the plan is operable and can achieve the predefined objectives</li> </ul> <p>6.2 Monitor system recovery to maintain continuity of operations of technology systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Coordinate with different business and operation units to monitor implementation of recovery plan for ensuring continuity of operations during system breakdown</li> <li>● Take up the role of decision making when unanticipated incidents arise in order to ensure the continuity of operation during the crisis</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of system recovery plans based on analysis of the different natures and severity of risks.</p> <p>7.2 Monitor the implementation of system recovery plans and make prompt decisions when unanticipated events broke out during the system breakdown.</p>
8. Remarks	

**> 5 . Technology Management > Information Security**

1. Title	Develop IT security policies
2. Code	BRTMTI601A
3. Range	Design policy on information security for protecting the bank from unauthorized access, alteration, unauthorized disclosure, etc. This covers all IT systems in the banks regardless of the functions.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze needs in IT security of different parties                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze future trends and developments in IT security threats and measures based on incomplete information from different sources</li> <li>● Analyze regulatory requirements and obligation under different jurisdictions</li> <li>● Analyze views collected from different business and operation units accurately to discern their needs in IT control or security (e.g. network)</li> </ul> <p>6.2 Formulate IT security policy                      Be able to:</p> <ul style="list-style-type: none"> <li>● Establish strategic objectives and compliance position for IT security of the bank</li> <li>● Establish IT control or security (e.g. network) policies with respect to the bank's business strategies and security needs</li> </ul> <p>6.3 Formulate supporting measures to enforce IT security policies                      Be able to:</p> <ul style="list-style-type: none"> <li>● Direct communication and education programmes on IT security measures; ensure all levels of staff are aware of their importance and participate in the protection of information security</li> <li>● Design monitoring measures to ensure compliance with established security policies in order to protect the bank against unauthorized access, alteration, unauthorized disclosure, etc.</li> <li>● Develop implementation plans with different parties to ensure smooth running in service delivery and daily operations while complying to the bank's security policies</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of security policies. The policies should be based on critical analysis of a board range of data and incomplete information with the aim to provide enough protection to bank's IT systems and meet the regulatory requirements without hampering operational efficiency.</p> <p>7.2 Production of supporting measures on enforcing security policies. Comparison of different types of security measures should be provided to support the design.</p>
8. Remarks	

> 5 . Technology Management > Enterprise Intelligence	
1. Title	Establish policies on database management
2. Code	BRTMTE601A
3. Range	Establish policies to regulate the use of enterprise intelligence systems. This applies to database systems of different kinds.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the usage in database</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Anticipate potential problems or risks which can threaten the operations of the database systems by analyzing archival records, trends and developments in business intelligence systems, etc.</li> <li>● Evaluate the functions of database and applications of different users in order to develop suitable policies which can fully utilize the database systems</li> </ul> <p>6.2 Establish policies on managing database</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish policies or protocol pertaining to database management (e.g. documentation, security, maintenance, usage and storage of the data)</li> </ul> <p>6.3 Establish policies on using the database</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop policies on utilization, security and backup by analyzing needs and applications of different users</li> <li>● Specify users access level and design policy to monitor the stated restrictions in users accessibility</li> <li>● Formulate security policies to safeguard unauthorized access</li> <li>● Develop guidelines regulating the use of database and communicate clearly on a bank-wide basis</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 5 . Technology Management > Technology Infrastructure**

1. Title	Formulate plan on technological improvement in customer service
2. Code	BRTMTT601A
3. Range	Formulate plan in constructing technology infrastructure to support bank's business strategies and satisfy needs of customers.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze technological needs of the bank's customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Anticipate the future requirements of customers in the bank's technological systems by evaluating future trends in customers behavioral patterns and future development on IT applications based on incomplete information</li> <li>● Analyze technological needs of the bank (e.g. database technology, system engineering, telecommunications) in satisfying the bank's business strategies and needs of customers of the bank</li> </ul> <p>6.2 Formulate strategies in improving IT systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate IT strategies which can cover different areas of customer services based on technological readiness, skills of IT personnel and needs of customers</li> <li>● Benchmark with local and overseas banks to ensure IT systems of the bank can keep up with the industry standards</li> <li>● Consult with different business departments, including product development team, to ensure that the strategies can meet the features requirements of different products and services</li> <li>● Conduct research to keep updated with the trends in IT development in order to design better services to customers</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of IT strategies in customer services based on critical analysis on the bank's strategies, customers needs and future development in IT.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Market Research and Business Intelligence**

1. Title	Collect and consolidate market intelligence for understanding market trend
2. Code	BRPDPI401A
3. Range	Collect and consolidate business intelligence of both local and overseas competitors which include but not limited to their strategies, products and services, customer perception, marketing programs, stakeholder's interests, CSR etc.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand common methodologies in market research and analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand commonly used research methods, both quantitative and qualitative, to carry out data collection process independently</li> <li>● Summarize the main features of common statistical analyses so as to understand the data collection process</li> </ul> <p>6.2 Conduct data collection to gather information related to competitors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Administer market research studies according to the research plan to gain knowledge about competitors and the perception of customers</li> <li>● Interview with appropriate parties to collect information related to competitors</li> <li>● Track competitor rates, pricing and product launches to keep abreast of market conditions</li> <li>● Ensure accuracy and validity of the knowledge obtained</li> </ul> <p>6.3 Consolidate the data collected</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Present the raw data in a format which can facilitate business/ product team in conducting analyses to identify market opportunities</li> <li>● Construct the profiles of each individual competitor banks to facilitate the share of implications on research findings</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Reports on competitors data which cover critical information for conducting competitive analyses. The report should be organized in a systematic format aligned with the requirements of different users.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Market Research and Business Intelligence**

1. Title	Operate knowledge systems to input and retrieve information
2. Code	BRPDPI402A
3. Range	Operate different knowledge systems in the bank. This applies to input, search and retrieve different kinds of information which can facilitate the various functions of the bank.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the operation of knowledge management system</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the functions of various knowledge management systems in order to operate the systems independently</li> <li>● Understand the objectives of each individual research so as to capture the knowledge and record the data in an appropriate way</li> </ul> <p>6.2 Record and maintain up-to-date market information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Record information about competitor activities and market conditions according to instructions, data types and applications of the information, etc.</li> <li>● Organize and document research on competitive threats and related industry news according to the bank's practices</li> <li>● Organize, manage and update the different files to ensure useful information for product design team such as customer requirements</li> <li>● Retain past recommendations and purchase records for monitoring the implementation of recommended actions and reviewing suitability of new product proposal regularly</li> </ul> <p>6.3 Retrieve necessary information from database upon request</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Generate reports on the tracking of customer segments, products, and campaigns' performance, etc. for providing critical information on business intelligence according to different needs in information</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Recording information of different kinds and from different sources in database systems accurately according to the instructions, data types and applications of the information.</p> <p>7.2 Retrieval of information from database systems according to the needs of the specific projects / operations / users</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development

1. Title	Perform product acceptance test
2. Code	BRPDPD401A
3. Range	Perform product acceptance test according to the stated plan. This applies to acceptance test of any kind and different kinds of products and services.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the product acceptance test</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the common testing procedures and measurement techniques so as to conduct acceptance tests on different types of products independently</li> <li>● Understand the objectives and procedures of a particular acceptance test in order to avoid errors when conducting the tests</li> </ul> <p>6.2 Conduct product acceptance tests</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Perform user acceptance tests for newly developed products according to testing protocol</li> <li>● Liaise with both internal and external business arms in coordinating the implementation of user acceptance tests for newly developed products</li> <li>● Identify deviations or abnormalities during implementation and carry out remedial actions when necessary</li> </ul> <p>6.3 Consolidate data on product acceptance tests</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consolidate relevant data, such as satisfaction level of users during the test to demonstrate the performance in the acceptance test</li> <li>● Prepare reports with accurate and relevant supporting for final assessment to obtain approval of product launch</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Execution of product acceptance test according to the stated protocol and carry out necessary adjustment during the course to ensure smooth operations and fulfillment of objectives.</p> <p>7.2 Reports of valid and reliable data of product acceptance tests which demonstrate relevant data regarding the performance of the testing products.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Launching Implementation and Management**

1. Title	Draw up product portfolio for complex products
2. Code	BRPDPM401A
3. Range	Explain technical details of products in product portfolio. This applies to complex products of different kinds.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand technical architecture of complex products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand different technical terms and calculations related to complex products in order to interpret the structure</li> <li>● Understand the features of a particular product and compare it with other similar products and identify the key features to be promoted</li> </ul> <p>6.2 Identify features which require elaboration</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Define and describe key components of the ready-to-launch complex products according to the needs and knowledge of different customers</li> <li>● Identify technical aspects of product information which customers may have difficulty in understanding</li> </ul> <p>6.3 Draw up portfolio for different complex products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop and produce standard product specifications for individual complex product</li> <li>● Translate complex structures into understandable presentation</li> <li>● Provide technical products information when developing tools or information kit to help customers to understand the products</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of product descriptions which outline key information of products in a clear, systematic and simple manner. The presentation format should be tailored to the needs and knowledge level of customers so that audience can understand the materials correctly.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Launching Implementation and Management**

1. Title	Prepare for the implementation of product launch
2. Code	BRPDPM402A
3. Range	Coordinate with different units in completing the preparation work of product launch. This applies to the launch of different kinds of products.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the process of product launch</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the plan on product launch in order to clarify the responsibilities of different units during the launch</li> <li>● Review the launch process in order to identify the needs and required support when launching the product</li> </ul> <p>6.2 Coordinate with different parties in carrying out preparation work before product launch</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Collaborate with Legal and Compliance units to solve operational and legal problems when issuing new products</li> <li>● Work closely with Information Technology team to coordinate scheduled system updates for product launch</li> <li>● Coordinate closely with internal and external parties to develop effective sales tools, operation process and system capacity to support and monitor product launch and on-going business growth</li> </ul> <p>6.3 Update product knowledge of relevant parties before product launch</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Organize training and necessary information kits to relevant business and operations units to ensure the required product knowledge is acquired by all handling staff on the newly launched products</li> <li>● Produce appropriate documentation for knowledge transfer on product information such as product training packages, product leaflets...etc. according to the needs of different parties</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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 .</p> <p>7.2 Provision of different kinds of educational activities in order to make sure that all related parties are ready for the launch. The educational activities should be able to fulfill the needs of different parties.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Launching Implementation and Management	
1. Title	Provide product information to support the selling process
2. Code	BRPDPM403A
3. Range	Participate in the selling process by providing product knowledge. This applies to the launch of different kinds of products.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Review selling process in product launch</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the technical features of products in order to handle enquiries from customers independently</li> <li>● Review the selling process or approaches in order to identify support required by sales team</li> </ul> <p>6.2 Present product information to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct presentation or training on new products or existing products for transferring knowledge to customers according to the needs and knowledge level of customers</li> <li>● Handle customer enquiries related to features of the products</li> </ul> <p>6.3 Provide assistance in product knowledge to other salespersons</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Perform site inspection to ensure sales staff understand all the risks derived from the process of product sales and sell the products to customers properly</li> <li>● Answer enquires from sales staff in order to ensure that they are updated with the product information</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Presentation of product information to customers. The presentation should cover essential materials for customer to evaluate the products. Moreover, the presentation format should be tailored to different target customers so that they can understand the information easily and accurately.</p> <p>7.2 Provision of assistance to other salespersons in order to ensure that correct information is conveyed to customers.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Promotion**

1. Title	Produce promotion materials in alignment with corporate identity specification
2. Code	BRPDPP401A
3. Range	Produce different forms of promotional materials for a particular business area. This applies to promotional materials and products of different kinds.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Prepare promotional materials in various forms for production</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● 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 etc. as appropriate</li> <li>● Review and update the content of all sorts of promotional materials (e.g. product leaflets) when necessary</li> <li>● Arrange the production of approved promotion materials according to the promotion schedule</li> </ul> <p>6.2 Liaise with IT teams to post promotional materials on web</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Draft the layout of web initiatives and online promotions calendar</li> <li>● Modify the online version of marketing materials to ensure content displayed through electronic means is aligned with the searching algorithm of search engines</li> <li>● Monitor the hit rate of the bank’s product promotion web site and suggest improvement</li> <li>● Take appropriate actions to ensure the user friendliness of marketing materials displayed through electronic means</li> </ul> <p>6.3 Ensure promotion materials produced can meet the internal standards of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Take steps to ensure marketing materials developed are in alignment with internal and external compliance requirements before their launch to the market</li> <li>● Inspect and review regularly to ensure the marketing materials are in alignment with the changed requirements of internal and external compliance.</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Promotion**

1. Title	Conduct promotion programme evaluation
2. Code	BRPDPP402A
3. Range	Conduct evaluation on individual promotion programme to measure operation effectiveness and product acquaintance. This applies to different kinds of product promotion activities and different types of products.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the evaluation plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review product promotion plan to understand the objectives, process and performance indications of the evaluation plan</li> <li>● Understand the different steps in the evaluation plan in order to carry out the data collection independently</li> </ul> <p>6.2 Conduct evaluation to measure effectiveness of the operations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Oversee the implementation of communication campaigns for individual products to check whether they are in accordance with the stated strategy</li> <li>● Record measurements related to the process of implementation (e.g. time lapse, deviation from the stated plan etc.)</li> <li>● Design and conduct evaluation on promotion or communication campaigns to survey awareness on bank's products</li> </ul> <p>6.3 Report the evaluation results of promotion programmes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consolidate data obtained from the evaluations and compile statistics to indicate achievements of the promotion programme</li> <li>● Ensure accuracy of the data and the calculation</li> <li>● Report findings of evaluation in different formats to satisfy the requirements or needs of different parties</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 An report outlining outcomes achieved by promotion campaigns. The report should contain critical indicators of the performance of promotion campaigns and is customized to the requirements of different parties. The data should be accurate and timely.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Brand Marketing	
1. Title	Arrange appropriate communication activities to build and enhance brand salience as well as brand equity
2. Code	BRPDPB401A
3. Range	Execute different kinds of communication activities to promote the brand name of the bank. This refers to communication activities within a particular business areas and applies to activities aimed at different stakeholders.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the communication tactics and activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the communication tactics of the bank to clarify the implementation details of the programme</li> <li>● Understand the implementation details in order to carry out the activities independently and respond to unexpected incidence if arise</li> </ul> <p>6.2 Carry out different communication programs to staff</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct internal branding campaigns to ensure all employees live and speak the brand value</li> <li>● Provide induction to new colleagues to help them understand the corporate values and special characteristics of the bank</li> <li>● Offer training related to corporate branding to new comers in order to help them act in alignment with corporate image</li> </ul> <p>6.3 Carry out different communication programs to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Implement communication activities to maximize brand exposure and strengthen brand proposition through different channels</li> <li>● Work with different parties to ensure an effective and timely brand development program implementation</li> <li>● Provide consultation in aligning with brand image when conducting conference, event, and sales initiative programs held by other business and operations units</li> <li>● Prepare and execute communication campaigns for the identification of sales leads, generation of awareness on corporate branding and product, development of networking opportunities and industry/trade events, and tracking/analysis of marketing programs</li> </ul> <p>6.4 Carry out different communication programs to promote brand image to the public</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Arrange media interviews with the bank’s spokesmen whenever appropriate</li> <li>● Keep consistent and close contacts with appropriate media channels and release most up-to-date information of the bank's for publicity purpose</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Execution of different communication programs to promote the brand to different stakeholders. The implementation should be in accordance to the program plan. Suitable actions are taken during the event to ensure the smooth running of the program.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Brand Marketing	
1. Title	Monitor and ensure consistency in using corporate identity throughout the bank
2. Code	BRPDPB402A
3. Range	Monitor the presentation of corporate identity in every encounter of bank's appearance (e.g. campaigns, media, publications). This applies to the presentation of any materials in different formats and media.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Provide staff with knowledge related to corporate identity</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure communication and understanding of the brand guidelines throughout the bank</li> <li>● Provide training to help staff understand thoroughly the corporate identity and help them act in accordance to corporate values</li> </ul> <p>6.2 Enforce compliance to standards in the presentation of corporate identity</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Create and maintain a corporate identity system including specification on logo prototype, typeface, size ratio, color code, etc.</li> <li>● Ensure all marketing and promotion materials are in line with the bank's corporate identity</li> <li>● Monitor delivery of strategy, spot any deviance and take actions to mitigate unfavorable impacts</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitoring of the usage of corporate identity. The monitoring should be able to cover different communication media and able to spot any deviances promptly.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Brand Marketing**

1. Title	Conduct programme evaluation on brand marketing to ensure high degree of acquaintance of the bank
2. Code	BRPDPB403A
3. Range	Conduct evaluation of individual communication programme on brand marketing. This applies to branding activities of different kinds and scales.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the evaluation plan in order to carry out the task effectively</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review the brand marketing plan to understand the objectives of evaluation</li> <li>● Understand the different steps in evaluation to plan for the data collection in order to execute the task independently</li> </ul> <p>6.2 Monitor the traffic/headcount flow in different marketing platform</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide regular tracking and reporting for Internet Marketing programs and website statistics</li> <li>● Maintain knowledge of site traffic and user activity reports; generate statistic reports, summaries and/or custom reports for Marketing and Sales units</li> </ul> <p>6.3 Report the achievement of brand marketing</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Compile relevant data and report on key marketing metrics: awareness, customer response, and budget and spot if there is any negative variance</li> <li>● Ensure accuracy of the data and the calculation</li> <li>● Report on the effectiveness of corporate branding and product marketing programs according to the requirements or needs of different parties</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A report outlining the outcome achieved by the brand marketing campaigns. The report should contain critical indicators of the performance of the activities as determined in the evaluation plan. The data presented in the report should be accurate and can fulfill the needs of different parties.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Market Research and Business Intelligence**

1. Title	Develop customer segmentation, identify their needs in product
2. Code	BRPDPI501A
3. Range	Categorize bank's customers into different segments according to their demographic information, psychological variables, financial needs, buying habits, income, geographical locations etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze customers profile                      Be able to:</p> <ul style="list-style-type: none"> <li>● Summarize major factors affecting demands on retail banking products and services</li> <li>● Evaluate the characteristics associated with different customers and the interrelationships among each factor</li> </ul> <p>6.2 Categorize customers based on their financial needs                      Be able to:</p> <ul style="list-style-type: none"> <li>● Differentiate the specific needs and preference on products and services of different customers</li> <li>● Utilize market intelligence solicited to identify customer needs vs. product features match</li> <li>● Categorize customers into different groups after comparing different proposed segmentation</li> <li>● Construct customer profiles to display all the critical characteristics of different segments</li> </ul> <p>6.3 Identify demands of different segments                      Be able to:</p> <ul style="list-style-type: none"> <li>● Identify features on potential products and services required by current and new customer segments by using specialized analyses</li> <li>● Conduct data-mining exercise to identify potential customer segments for new business opportunity</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A provision of customer segmentation. The categorization is based on comparison of different proposed alternatives and application of specialized data mining and analysis techniques. The segmentation should provide comprehensive descriptions of customer information which can facilitate product development and marketing.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Market Research and Business Intelligence**

1. Title	Develop knowledge systems for retail banking operations
2. Code	BRPDPI502A
3. Range	Design knowledge system to facilitate different business functions of a retail bank which cover different kinds of data collected by different market research programmes, including both small scale and complex research.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify information critical to decision making of the unit                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze market information required by retail banking to customize design of the knowledge management systems which can retain different kinds of information</li> <li>● Evaluate the common practices in managing market knowledge and select an appropriate approach for the bank</li> </ul> <p>6.2 Develop systems for managing research findings and market intelligence                      Be able to:</p> <ul style="list-style-type: none"> <li>● Develop market knowledge systems to store market research information including data related to individual and corporate customers such as transaction history, stability and rate sensitivity, etc.</li> <li>● Design report or presentation templates to display research information which can suit the needs of different purposes such as marketing, product development, selling etc.</li> </ul> <p>6.3 Design policies and regulations for the knowledge management systems                      Be able to:</p> <ul style="list-style-type: none"> <li>● Design policies and processes of using the knowledge management systems</li> <li>● Develop tracking mechanism for monitoring the use of the system and planning for maintenance</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Form**

1. Title	Develop measurement mechanism on ROI to assess investment in product development
2. Code	BRPDPF501A
3. Range	Develop 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on ROI calculation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>Evaluate different methods in calculating ROI and select a suitable approach after analyzing the operations of the bank and specific product development projects</li> </ul> <p>6.2 Develop measurement mechanism for ROI calculation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>Identify suitable performance indicators after analyzing the project objectives, product features and development process, etc.</li> <li>Design a reliable analytics process to measure ROI since the commencement of product development so as to ensure risk justified investments for the bank</li> <li>Design and validate financial assumption and projection (e.g. cost, yield, profitability over time, etc.) of the ROI calculation methods adopted by the bank</li> </ul> <p>6.3 Develop guidelines in interpreting the results of ROI</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>Evaluate different business case scenarios to make recommendations on ROI analysis</li> <li>Advise management in interpreting the figures to understand the projected of risk and profitability of the development projects</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Guidelines in interpreting ROI. The guidelines should be based on analysis of different business cases and should be able to provide a standards or reference in analyzing the risks and profitability of different product development projects.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Form**

1. Title	Establish product development procedures
2. Code	BRPDPF502A
3. Range	Design the internal workflow processes of product development. This applies to the development of products and services of any kind.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess specialized knowledge in product development specific to the banking industry                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the common product features in banking industry in order to discern the procedures of developing products with different structures</li> <li>● Evaluate product development process in the retail banking industry and market response to new products launched so as to identify their implications to the bank's product development process</li> </ul> <p>6.2 Develop standard procedures in product development suitable for the bank                      Be able to:</p> <ul style="list-style-type: none"> <li>● Design the required actions (e.g. testing, business analysis, technical implementation) in product developments based on a comprehensive analysis on factors and best practices in developing successful products</li> <li>● Suggest a regular work flow of generating desirable and/or most innovative structured products for product design teams to follow to align with other processes and bank's resources</li> <li>● Formulate procedural guidelines to govern the different stages and steps in developing different types of product so as to ensure an effective product development process</li> </ul> <p>6.3 Interpret regulatory requirements for designing appropriate procedures                      Be able to:</p> <ul style="list-style-type: none"> <li>● Work with Legal and Compliance units to establish robust product development process and standard operating procedures which can comply to regulatory requirements</li> <li>● Review the establish procedures to ensure the planned development process follows the bank's regulations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of product development processes and guidelines. The output should describe clearly the essential steps in product development and how can each of the step contribute to the development process. The selection of approach should be based on analysis regulatory requirements, common practices in product development, the bank's operations, etc.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Form**

1. Title	Monitor the effectiveness and progress of product development
2. Code	BRPDPF503A
3. Range	Design monitoring mechanisms on product development process to ensure achievement of stated targets. This applies to the development of products and services of any kind.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand strategies in product development</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the details of product development strategies and the implementation details so as to design the monitory and reviewing mechanisms</li> <li>● Evaluate the business targets of related product development strategies to identify critical steps or indicators for monitoring</li> </ul> <p>6.2 Establish control measures to prevent deviant from implementation plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish control measures to ensure that the development process is in accordance to the guidelines and standards established by the bank</li> <li>● Review product development process and identify areas which require control measures</li> </ul> <p>6.3 Design the monitoring process for product development</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure structured product development process is in effect by designing mechanisms for different monitoring measures, which include:-- 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</li> <li>● Ensure that the monitoring process is able to accommodate the needs, operations and resources of different units</li> <li>● Provide appropriate support for structured products in compliance issues</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development	
1. Title	Manage the product portfolio of the bank based on product strategies
2. Code	BRPDPD501A
3. Range	Manage the product portfolio for a particular business areas. This applies to different kinds of products offered by the bank
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on trends in retail banking products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze thoroughly the products in banking industry to evaluate the product portfolio of the bank</li> <li>● Analyze the knowledge and trends in product offering in order to design products with different structures to generate return for the bank</li> <li>● Demonstrate expertise in technical knowledge in conducting product review to ensure appropriate risk and reward in product development cycles</li> </ul> <p>6.2 Review existing product portfolio to ensure a comprehensive product variety is available to cover different needs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate existing portfolio of products to ensure the product suite has genuine appeal to different customers</li> <li>● Ensure a variety of compliant wealth structured solutions for customers with an aim of enabling them to inject assets and enjoy financial advantage or succession planning for future generations, or preferably both</li> <li>● Evaluate the variety and adequacy of long and short term programs for profitable deposit acquisition and retention</li> <li>● Identify needs in introducing innovative finance, deposit and investment products to capture new and profitable business for the bank</li> </ul> <p>6.3 Set objectives and direction for product development to address needs of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify new products to address the needs and behaviors of priority customer segments</li> <li>● Widen the bank's product base for offering more finance, deposit and investment alternatives to customers</li> <li>● Identify needs in product modifications for different kinds of products based on customer needs and trends in the retail banking sector</li> <li>● Facilitate product development prioritization across the bank</li> <li>● Set up the objectives for each product development initiative</li> <li>● Ensure operational and technical feasibility of the suggestions</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A product portfolio which can offer adequate options to customers to satisfy their needs. The design should be supported by analysis on financial needs of different target segments, trends in retail banking products and the review of existing products provided by the bank.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development

1. Title	Structure product architecture
2. Code	BRPDPD502A
3. Range	Design architecture of a specific new product based on product strategies. This applies to the design of new products of any kind.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze factors affecting product design</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the positioning and product strategies of the bank and outline their effects on designing the specific products</li> <li>● Possess specialized knowledge in product designs to structure product architecture which can maximize returns and minimize risks</li> </ul> <p>6.2 Design product architecture of new products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Construct new product definition by writing detail descriptions about the developed products</li> <li>● Review the content and mix of existing product portfolio when designing product criteria and features so as to balance the breadth and depth of product offerings</li> <li>● Formulate appropriate product policies / procedures / ceilings / tier rates in collaboration with relevant business and operations units</li> <li>● Liaise with relevant parties internally and externally to prepare required documents in order to obtain approvals on the product design before development</li> </ul> <p>6.3 Ensure quality of products produced</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct final review before launching to ensure packaging and configuration of ready-to-launch products are complied to product design</li> <li>● Review technical architecture deliverables throughout the development process to ensure quality and requirement traceability</li> <li>● Ensure adherence to quality management plan and standard by participating in quality management review</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development	
1. Title	Determine pricing for the products and services
2. Code	BRPDPD503A
3. Range	Develop a comprehensive pricing schedules to determine pricing structure for different segments or transaction volume . This applies to products and services of different kinds.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the competitive environment of the products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate different customer segments to identify appropriate range of pricing</li> <li>● Evaluate the competitors' products (e.g. marketing strategies, sales, product features) in order to design an appropriate pricing approach</li> </ul> <p>6.2 Develop pricing of the products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult relevant business leaders to ensure appropriate pricing policies are adopted</li> <li>● Improve and reposition pricing when necessary for the purpose of increasing sales</li> <li>● Liaise with actuaries or quantitative analysis specialists of the bank to determine appropriate rates and benefit structure for individual products</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Pricing schedules of different products are recommended based on a thorough analysis on market intelligence, customer appetite and expert's advice</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development

1. Title	Conduct profitability forecast and cost analysis
2. Code	BRPDPD504A
3. Range	Conduct profitability forecast and cost analysis for a specific product. This applies to analysis of products of any kind.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze cost in product development to ensure a sound investment decision</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Collect and synthesize different information to estimate the expenditure incurred in developing a specific product</li> <li>● Review each cost item and ensure they are in line with product development requirement and business needs</li> <li>● Review the estimated expenditure in each cost item to check whether appropriate costs is negotiated</li> </ul> <p>6.2 Estimate profit margin based on different analyses</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Perform profit and loss analysis for the product by sales forecast analysis and estimating cost incurred during the selling process</li> <li>● Perform appropriate return on investment calculations as part of product evaluation</li> </ul> <p>6.3 Suggest measures to improve cost-effectiveness of product development</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify alternatives in development process, if any, for profitability maximization</li> <li>● Assist individual teams to improve costs and profitability of their responsible products by applying the results on profitability forecast and cost analysis</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development	
1. Title	Manage the design and analysis of product acceptance test
2. Code	BRPDPD505A
3. Range	Design product acceptance test and analyze the results for different kinds of product before the launch. This applies to acceptance test of different kinds.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have specialized knowledge in designing acceptance test for retail banking products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate expertise in different kinds of product analysis (e.g. goals, features, target segments) in order to design criteria in product acceptance test</li> <li>● Evaluate different types of acceptance test to select an appropriate approach for the specific product</li> </ul> <p>6.2 Design product acceptance tests</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Define product quality targets and measurement parameters of the testing based on customer specifications and quality standards of the bank</li> <li>● Determine criteria in product approval and make effort to ensure its fulfillment is fully observed</li> <li>● Evaluate the coverage of the acceptance tests to ensure important factors affecting product quality are included (e.g. operations procedure, reliability, user acceptance, compliance etc.)</li> <li>● Design procedures in carrying out the tests and the measurement mechanism for each specific test</li> </ul> <p>6.3 Modify product designs based on results of product acceptance test</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Collaborate with Quality Management unit to analyze the results of the product test and find technical solutions if necessary</li> <li>● Recommend improvement on product features, functions, using process, workflow specifications and others</li> <li>● Provide evidence to demonstrate the benefits of proposed product modification / improvement, revamp and / or reposition existing products</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Recommendation on product modifications, if any. The recommendation should be based on analysis on the results of product acceptance tests and provide evidence to demonstrate improvements which the modifications can bring.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development	
1. Title	Design suitable systems and determine appropriate channels for product delivery
2. Code	BRPDPD506A
3. Range	Design delivery systems to deliver products and services in different market segment. This applies to different kinds of products and services.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess specialized knowledge in product delivery of retail banking products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the characteristics of the products and market segments in order to design a suitable delivery channel</li> <li>● Evaluate different delivery channels in order to select a suitable approach for the particular product and the bank</li> </ul> <p>6.2 Design delivery processes tailored to the requirements of a particular product</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the existing delivery channels to evaluate their fitness for the developed product</li> <li>● Design approaches of product delivery after taking key factors such as product features, promotional messages and target customer segments into consideration</li> <li>● Assess the impact of delivery approaches on the product design and make necessary adjustment in the design</li> </ul> <p>6.3 Develop supporting measures to facilitate the implementation of delivery systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design communication plan to clarify the objectives and requirements of the delivery system with relevant parties involved in the execution of delivery plan</li> <li>● Work with internal IT team and external system vendors to design non-functional / technical guidance on system changes to facilitate product delivery</li> </ul> <p>6.4 Design monitoring mechanisms to ensure the effectiveness of product delivery</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult different parties on the performance of product delivery channels and approaches; and make necessary adjustment on existing plan</li> <li>● Monitor the delivery to ensure the system can meet the objectives and performance goals as defined in individual product requirements</li> <li>● Design monitoring mechanisms to measure performance of different delivery channels</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of product delivery system and other support measures to facilitate the sales of products. The design should be validated based on the analyses of customer characteristics of different segments, features of products to be delivered, etc.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Development**

1. Title	Design operational procedures of new products
2. Code	BRPDPD507A
3. Range	Design operational procedures to facilitate the sales and delivery of new products. This applies to different kinds of products and delivery channels.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Design operational procedures in delivering or selling new products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design workflow in selling and delivering the newly developed products after analyzing relevant information which includes but not limited to the selling plan, marketing plan, delivery systems, customers, etc.</li> <li>● Analyze the features of different product delivery platforms to identify the requirements on the operational procedures</li> </ul> <p>6.2 Identify gaps in existing operational procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Specify the special needs in operational support for new product and service launch, if there's any</li> <li>● Identify possible changes in workflow required after reviewing the existing work procedures</li> </ul> <p>6.3 Refine the existing operational procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assist in formulating procedures, guidelines or workflow for communicating the operational procedures associated with the launch of individual new product or service</li> <li>● Recommend operational procedures of new products and services to facilitate the sales of the product</li> <li>● Ensure the operational procedures are in compliance with regulations and the bank's internal standards by reviewing the relevant guidelines and developing tracking or monitoring mechanism to prevent deviation from the stated procedures.</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Different sets of operational procedures for each product delivery platform. The design should be based on the analyses on information such as the selling plan, marketing and promotional activities, characteristics of different platforms and customer segments, etc.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Development	
1. Title	Source and manage products and services provided by external vendors
2. Code	BRPDPD508A
3. Range	Manage products acquired from other vendors from the processes of acquisition to selling. This applies to different kinds of products brought in from vendors of different types.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate demands for acquiring products from external vendors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze product strategies of the bank to identify needs in product development</li> <li>● Evaluate the bank's capabilities in developing the required products to make decision on sourcing from external vendors</li> </ul> <p>6.2 Evaluate products and services provided by other vendors and source for suitable products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate criteria in product and services acquisition according to bank's quality standards</li> <li>● Conduct research on products and services offered by different vendors to source commodities which can best satisfy the financial needs of the different targeted customer segments of the bank</li> <li>● Conduct profitability forecast, cost analysis and risk analysis of the products and services offered by different vendors in order to justify the choice</li> <li>● Conduct due diligence review on the product supplying vendors according to bank's internal standards</li> <li>● Coordinate the relationship and communications with the vendors, e.g. negotiation, contractual arrangement etc.</li> </ul> <p>6.3 Give advice in the selling and promoting the acquired products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with different parties in coordinating the sales of the acquired products and services, e.g. target segments, pricing, packaging etc.</li> <li>● Liaise with different parties in coordinating marketing and promotional activities of the acquired products and services</li> <li>● Liaise with different parties in coordinating the service delivery of the acquired products and services</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Selection of acquired products from external vendors. The selection should be justified by analyses on profitability forecast and comparison on cost of developed in-house and acquired from external vendors. Moreover, due diligence review should be conducted according to the bank's standard.</p> <p>7.2 Coordination of the selling and promotion of acquired products through offering advices to different operations based on the understanding in the products and managing the relationship with vendors.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Launching Implementation and Management**

1. Title	Develop the implementation plan for product launch
2. Code	BRPDPM501A
3. Range	Develop details for product implementation. This applies to products and services of different kinds.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate factors affecting product implementation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze product strategies of the bank and the design of specific products to draw out implications on product implementation</li> <li>● Review different approaches in product implementation and select the most suitable one for the particular product, the bank and the customer segments</li> </ul> <p>6.2 Develop implementation plan by specifying different actions and milestones</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Work out implementation plan for individual product with detail information on scheduling, resources allocated, budget approved, etc.</li> <li>● Get related parties involved in the planning and develop a detailed timetable and action guidelines for each plan</li> </ul> <p>6.3 Design monitoring measures to oversee the execution of implementation plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design measures to monitor the execution of implementation plans in close coordination with relevant internal and external parties</li> <li>● Monitor the implementation and provide consultancy services to relevant product handling parties when necessary</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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 be paid to product features, characteristics of target customers and bank's resources etc.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Launching Implementation and Management	
1. Title	Evaluate effectiveness of product launch
2. Code	BRPDPM502A
3. Range	Evaluate the effectiveness of the product launch. This applies to different kinds of launch programmes and products.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess knowledge in product launch evaluation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze different steps of the product launching plan in order to determine measurement criteria of the evaluation process and performance indicators</li> <li>● Understand different evaluation approaches and identify the most suitable one for the subject programme</li> </ul> <p>6.2 Evaluate the effectiveness of product launch</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor market penetration of products and evaluate feedback from different parties, e.g. staff, customers, business partners etc.</li> <li>● Design appropriate customer survey to gain understanding of customers’ demand on bank product features</li> <li>● Monitor existing product suite to ensure it is managed effectively through its full potential lifecycle</li> <li>● Design the measurement mechanism in order to collect valid and reliable data on the performance indicators</li> <li>● Analyze and consolidate information from different sources to assess the effectiveness of the launch</li> </ul> <p>6.3 Identify improvement areas in the launch and product itself</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify improvement areas based on the expert knowledge in product development for future program development</li> <li>● Track market position for individual products and adjust marketing plan or revamp product features accordingly to raise profitability</li> <li>● Act as a subject matter expert to provide guidance and alternative proposals to revamp existing products</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Report on the effectiveness of product launch. The report should provide key indicators illustrating the achievement of the launch and analyses of related data.</p> <p>7.2 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</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Promotion**

1. Title	Identify niche and major selling points of individual products
2. Code	BRPDPP501A
3. Range	Define the selling points of individual product for different customer segments. This applies to products of different kinds.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze factors affecting marketing approach</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate specialized knowledge in marketing in order to identify suitable selling points for retail banking products</li> <li>● Upkeep a thorough and up-to-date understanding on corporate strategies to select selling points aligned with the bank's business directions</li> <li>● Perform information analysis on ready-to-launch products, current market trend and competitor data for identifying selling points which can match with customers' preferences</li> </ul> <p>6.2 Identify selling points of products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Generate marketing ideas by considering competitive and product positioning analysis</li> <li>● Create niche and major selling points for individual products with reference to marketing ideas, the bank's position strategy, customer's preferences and the market environment</li> </ul> <p>6.3 Set direction in designing marketing message and promotional materials</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set the direction of marketing messages which can convey the values of the products and consistent with the identified selling points</li> <li>● Direct the design of promotion materials to ensure the selling points are clearly conveyed</li> </ul> <p>6.4 Advice on marketing plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Give advice on marketing plans with emphasis on the identified niche and major selling points of individual products including innovation, consumer insights and features that match with the targeted customer segments</li> <li>● Provide marketing consultation and support for the development and launch of new products</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of selling points for each product. The selling point should be tailored to the needs of each customer segment. Moreover, considerations should also be paid to analyses on competitors' products and market trends.</p> <p>7.2 Provision of direction or advice to different kinds of marketing activities to ensure consistency with the identified selling points.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Promotion	
1. Title	Develop promotional activities for new products to increase market awareness
2. Code	BRPDPP502A
3. Range	Participate in the development of promotional activities for new products. This refers to promotional activities of different kinds and can be applied to different types of products.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate factors affecting new product promotion activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate product features in order to design promotional activities</li> <li>● Evaluate the characteristics of target customers to select the most appropriate promotion methods</li> <li>● Evaluate existing resources of the bank and open up new resources where possible</li> </ul> <p>6.2 Coordinate with sales and marketing team to develop product promotion plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prioritize and plan major marketing initiatives on new product for local region and global market as appropriate</li> <li>● Agreed on marketing objectives and strategy with a comprehensive coverage of key account targets, channel strategies, product strategies, sales strategies and marketing communication tactics</li> <li>● Plan on manpower support given to prepare and execute product promotion campaigns to identify sales leads, generation of awareness on corporate branding and product, development of networking opportunities and industry/trade events, and tracking/analysis of marketing programs</li> <li>● Prepare marketing plan details for individual products by providing expert advice in identifying targeted customer segments, distribution channels, and pricing etc.</li> </ul> <p>6.3 Design education activities to equip relevant parties with the required product knowledge</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the knowledge level and roles of different parties to identify the amount and kind of product knowledge training required</li> <li>● Coach marketing team on product knowledge to maximize contribution to the bank's business</li> <li>● Achieve maximum productivity and performance in supporting sales teams, strategic alliances and channel partners through providing specialized product knowledge to assist different activities such as producing product catalogues, product training, events, tradeshow, direct mail etc.</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A promotion plan which define clearly the roles and actions of different parties in promotional activities. The plan should be based on identification of product information required by target customers and analysis on bank's resources.</p> <p>7.2 Provision of education activities in order to ensure that all related parties are equipped with the required product knowledge. The education activities should be based on analysis on the roles and knowledge level of different parties.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Product Promotion	
1. Title	Prepare budget and manage marketing expenditure of specific product to ensure reasonable ROI is attained
2. Code	BRPDPP503A
3. Range	Oversee the expenditure for product promotion within a particular business areas. This applies to different types of marketing programmes and products.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand factors affecting budget of product promotion Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the financial plan of the bank to align marketing teams to financial and strategic goals of the bank’s business when constructing product marketing plan</li> <li>● Analyze the product, promotion plans and customer profiles in order to evaluate whether the proposed promotional activities are necessary</li> </ul> <p>6.2 Prepare budget plan for product promotion programme Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare annual budget for product promotion</li> <li>● Calculate the anticipated return on investment on product marketing campaigns accurately to justify the budget</li> </ul> <p>6.3 Monitor the expenditure to ensure it is within budget Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with relevant business and operations units and suppliers to ensure effective management of the promotional budget and timely production of all promotional materials</li> <li>● Monitor expenses to ensure all investments on advertising / media plan for product promotion are in line with preset budget</li> </ul> <p>6.4 Calculate the return on investment based on decent modules of assessment and different valid data Be able to:</p> <ul style="list-style-type: none"> <li>● Provide clear and measurable results gained from investment on product marketing, including quality metrics and sales growth after completion of the campaigns</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Preparation of budget plan on product promotion. The budget plan should analyze different information critically to justify the budget approved. Moreover, a strong rationale to support the calculation of return on investment is elaborated and presented.</p> <p>7.2 Monitoring of budget execution to prevent over budget. Any deviation from anticipated figures should be supported by solid evidence and reasons.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Brand Marketing	
1. Title	Formulate communication strategy on corporate branding
2. Code	BRPDPB501A
3. Range	Formulate strategies to communicate the brand in local region. The strategies should cover different stakeholders which include but not limited to employees, customers and the public.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the brand value in order to develop communication strategy</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the branding of the bank to identify critical brand values to be communicated to different group of stakeholders</li> <li>● Take initiative in researching, proposing, and championing new and better ways of communicating brand value of the bank</li> <li>● Evaluate different communication tactics in order to design an appropriate approach which can match with the market environment, customers, bank strategies, etc.</li> </ul> <p>6.2 Develop tactics or strategies in communicating the brand</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design internal communication strategies to lead other business and operations units to ensure that strategic direction in branding is understood and followed by staff of the bank</li> <li>● Develop strategic communication programs for increasing customer trust in individual products</li> <li>● Develop communication strategy by collecting feedback from different communication vehicles such as public relations event, internet, advertising, and retail point of sales</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Proposal on communication strategies and tactics. The proposal should provide analysis on relevant information to support the design of selected communication channels and messages.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Brand Marketing**

1. Title	Create and produce enduring and consistent advertising campaigns to promote the corporate brand
2. Code	BRPDPB502A
3. Range	Develop advertising campaigns to promote the brand name of the bank. This applies to advertisements in different mediums which will be adopted in a specific region.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop advertising campaigns</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the communication strategies of the bank and develop objectives of different advertising campaigns</li> <li>● Plan and design extensible advertising campaigns that echo to strategic marketing communication programs for building brand awareness and supporting product objectives</li> </ul> <p>6.2 Develop content of advertising campaigns</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Define customers' desire and determine marketing messages that can appeal to the identified groups of people</li> <li>● Analyze the trends in advertising to produce campaigns which can bring a fresh and positive impression to audience</li> <li>● Work with internal creative and production teams and/or outside agencies, as necessary, to develop the message, story board, frequency etc.</li> </ul> <p>6.3 Participate in the production of advertising campaigns</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop production schedule of the advertising campaigns and ensure that the production is on time</li> <li>● Source and manage advertising agencies as appropriate</li> <li>● Liaise with relevant internal units, advertising agencies and production houses in the development of approved advertising campaigns</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Production of advertising campaigns. The design of the content should be based on analysis on customers, trends in advertising and the bank's strategies, etc. Moreover, the production should be in accord with the stated schedule.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Brand Marketing	
1. Title	Prepare budget and manage expenditure on marketing the corporate brand of the bank to ensure reasonable ROI is attained
2. Code	BRPDPB503A
3. Range	Oversee the expenditure for brand marketing programmes within a particular business area. This applies to different types of marketing programmes.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand factors affecting the budget of marketing plan Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the financial plan of the bank to align marketing teams to financial and strategic goals of the bank’s business when constructing corporate marketing plan</li> <li>● Identify both enabling and destructive forces when developing marketing plan</li> </ul> <p>6.2 Prepare budget plan for brand promotion programme Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare annual budget for corporate marketing plan and advertising / media plan</li> <li>● Calculate the anticipated return on investment on marketing campaigns to justify the budget</li> </ul> <p>6.3 Monitor the expenditure to ensure it is within budget Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with relevant business and operations units and suppliers to ensure effective management of the promotional budget and timely production of all promotional materials</li> <li>● Monitor expenses to ensure all investments on advertising / media plan are in line with preset budget</li> </ul> <p>6.4 Calculate the return on investment by using proven and effective approaches Be able to:</p> <ul style="list-style-type: none"> <li>● Provide clear and measurable results gained from marketing investment including quality metrics and sales growth after marketing campaigns are completed</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Preparation of budget plan on brand promotion. The budget plan should analyze different information critically to justify the budget approved. Moreover, there should a strong rationale to support calculation of return on investment.</p> <p>7.2 Monitoring of budget execution to prevent over budget. Any deviation from anticipated figures should be supported by solid evidence and reasons.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Market Research and Business Intelligence	
1. Title	Conduct research on market analysis and review
2. Code	BRPDPI601A
3. Range	Conduct research and analyze performance of both local and overseas competitors in different areas which include but not limited to their strategies, products and services, customer perception, marketing programs etc.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Master specialized knowledge in market intelligence and analysis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate different analysis and modeling techniques in market research and select an appropriate method for different situations</li> <li>● Master different statistical techniques in order to analyze the collected information to provide insights for management in making decisions</li> </ul> <p>6.2 Conduct advanced analyses to evaluate performance of competitors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct competitive analysis by comparing characteristics, customer profiles, pricing, terms and other relevant aspects of similar product offered against competitors in the absence of complete information about competitors</li> <li>● Analyze information on products and services of competitors in order to develop new products to satisfy customer needs and to optimize business performance</li> <li>● Conduct high-level operational and technical feasibility studies on hypothesized products in comparing to competitors' with an aim of achieving cost, quality and timing targets established by the bank</li> </ul> <p>6.3 Identify business opportunities based on analyzing complex information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze product features of competitors based on markets / solutions / target customer segments according to the analysis of market intelligence</li> <li>● Identify profitable options by performing high-level cost / return analysis on business opportunities identified in the absence of complete information about the future market conditions</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Suggestions on business ideas to capture opportunities offered by existing gaps in the market. The suggestions should be based on comprehensive review and analyses of related information and comparison of different alternatives in the absence of complete information on competitors and market conditions.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Form**

1. Title	Formulate product strategies in different customer segments which are aligned with the bank's business target
2. Code	BRPDPF601A
3. Range	Design product strategies for different customer segments of a particular business area to direct the product development and marketing activities of the whole business area. This applies to products and services of any kind.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on the demands of different customer segments</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze customer behaviors and characteristics of different segments to determine their financial needs, buying behavior and preferred marketing strategies in the absence of complete information on customer</li> <li>● Compare the existing products and services portfolio against customer needs in order to determine the gaps in fulfilling customers demands</li> </ul> <p>6.2 Identify suitable products to satisfy the needs of different segments</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify different alternatives to meet customer's financial needs and determine the best product solutions</li> <li>● Work out strategic direction for product development based on primary research, internally tested hypotheses and relative size of opportunity identified in order to garner new revenue sources</li> <li>● Devise high level proposal in product development process in accord to the business requirements identified</li> <li>● Review existing compliance policies and procedures in product development</li> </ul> <p>6.3 Design marketing strategies for the developed products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Estimate potential of different customer segments in specific products so as to identify the most profitable segment for each product</li> <li>● Design the marketing approach by estimating the response of different customer groups to the various types of marketing strategies in the absence of complete information on customer behaviors</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Recommendation on product features to satisfy demands of different customer segments. The recommendations should be supported by detailed analyses of financial needs of customers in the absence of complete information. Comparison of different alternatives should also be made.</p> <p>7.2 Proposal of implementation plan in product development. The proposal should include detailed descriptions of the recommended product features and identification of suitable development processes and marketing strategies. The suggestions should be supported by research findings or validated data.</p>
8. Remarks	

> 6 . Product Development and Brand Marketing > Brand Marketing	
1. Title	Formulate corporate brand building strategy
2. Code	BRPDPB601A
3. Range	Formulate the overall branding. The branding will be adopted throughout the whole bank regardless of market segments or geographical locations.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on developing branding strategies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on the bank's market positions, perceptions of customers and market trend, etc. in the absence of complete information to create an image which can communicate the bank's values and competitive advantage</li> <li>● Demonstrate specialized skills and knowledge in branding to build a brand name which can be applied to different markets and regions</li> </ul> <p>6.2 Formulate corporate branding strategy</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Compare the pros and cons of different strategies in promoting the bank's competitive advantage and choose the most appropriate one after evaluating the market conditions, competitors and the bank's strategies, etc.</li> <li>● Construct strategic direction for corporate branding that improves brand health and achieves the bank's financial and market share aspirations</li> <li>● Keep in place a constant pipeline of ideas to develop the brand of the bank</li> </ul> <p>6.3 Develop guidelines and policies to enforce strategy in brand marketing</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze possible obstacles in enforcing the branding strategies in order to formulate effective guidelines and policies</li> <li>● Develop guidelines and policies to integrate brand strategy into customer contact points, build corporate brand and improve awareness across the bank through an integrated platform of e-marketing approaches, public relations strategy, new product launches and other related activities</li> <li>● Formulate corporate identity guidelines and take steps to ensure they are followed by all business and operations units</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Proposal of branding strategies. The proposal should be developed based on critical and in-depth analyses on the present and anticipated competitive landscape in the absence of complete information. Reasoning should be provided to support how the branding strategies can help leverage the bank's competitive advantage when compared with other alternatives.</p> <p>7.2 Provision of guidelines and policies on enforcing the branding strategies based on specialized knowledge in branding and analysis of potential obstacles.</p>
8. Remarks	

**> 6 . Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Form**

1. Title	Create an unique positioning strategy for the bank in marketing and product development
2. Code	BRPDPF701A
3. Range	Determine the marketing and product positioning of the bank that define the types and features of products the bank provides. The strategy should be unanimously adopted by different business and operation units
4. Level	7
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Anticipate future market trends and the impacts on the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze information and research about factors affecting business development of the retail banking sector to anticipate upcoming market trends in the absence of incomplete information</li> <li>● Evaluate how the anticipated market trends affect the bank's business strengths and areas of improvements and decide how the bank should change and adapt to the environment</li> </ul> <p>6.2 Identify the comparative advantage of the bank to decide an unique positioning strategy</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the competitive landscape by analyzing the capabilities of the bank and competitors in order to identify the comparative advantage</li> <li>● Evaluate the pros and cons of different possible positions according to the bank's comparative advantage</li> <li>● Identify highest potential areas of the bank and provide supporting evidence</li> <li>● Propose innovative and original ideas for developing suitable products within the identified highest potential areas of the bank in order to fulfill the strategies</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Positioning strategies to direct the bank's business approach. The decision should be based on in-depth and critical analyses of key information, incomplete information on future market conditions, comparisons and evaluations of different alternatives and strong reasoning to support the final decision. Moreover, the strategies should be innovation and original which can help the bank to develop a unique position.</p>
8. Remarks	

> 7 . Quality Management > Customer Experience Management

1. Title	Handle complaints from customers
2. Code	BRQMQE301A
3. Range	Handle customers' complaints. This applies to all different kinds of complaints which include complaints on the bank's products, services, behaviors of employees, service quality, environment of the branch, etc.
4. Level	3
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand methods in complaints handling</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the principles and steps in handling customers' complaints in order resolve the case independently</li> <li>● Understand the importance of complaints handling and the possible impacts on the bank</li> </ul> <p>6.2 Obtain more information about the complaints</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ask appropriate questions to obtain details of the customers' experience and why they are dissatisfied</li> <li>● Probe customers in order to understand their genuine needs</li> </ul> <p>6.3 Resolve customers' grievances</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Pacify customers' emotions by applying common steps and tactics in complaints handling</li> <li>● Offer feasible solutions to satisfy the requests of customers</li> <li>● Escalate the case to supervisors when the situations do not improve or the requests of customers requires approval from a higher rank employee</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Sufficient amount of information about the details of the complaints case and customers' experience are obtained.</p> <p>7.2 Suitable solutions to resolve the complaint cases are proposed.</p>
8. Remarks	

**> 7 . Quality Management > Quality Management Strategy / System Development and Maintenance**

1. Title	Provide education in quality management throughout the bank
2. Code	BRQMQS401A
3. Range	Provide education in quality management to employees of different types, ranks and functions to ensure an effective application throughout the bank.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Prepare guidelines on quality management initiatives</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Write up, publish and distribute the most up-to-date quality management system manual for the bank</li> <li>● Partner with appropriate personnel to develop quality management guidelines according to the needs of different units / employees</li> </ul> <p>6.2 Provide education in quality management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Promote awareness and participation in quality management programs by providing information and training regarding updates of relevant activities and business practices in the bank and the retail banking sector</li> <li>● Provide training on the quality management system according to the needs of different units / employees</li> </ul> <p>6.3 Carry out programmes to motivate employees to improve quality of work</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Solicit support and commitment from business and operations units to promote implement total quality principles</li> <li>● Develop recognition programs and compensation schemes for encouraging excellent service</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Preparation of materials to explain and communicate the quality management initiatives of the bank according to the needs of different units/ employees.</p> <p>7.2 Execution of trainings and other kinds of programs which can increase staff's awareness and participation in quality management initiatives. The programmes should be able to satisfy the needs of different units / employees.</p>
8. Remarks	

**> 7 . Quality Management > Quality Management Strategy / System Development and Maintenance**

1. Title	Prepare documentation related to the quality management system
2. Code	BRMQS402A
3. Range	Document and manage different information and data as required by quality management system of the bank.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Well-versed in common practices of quality management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Familiarize with the procedures of conducting quality assurance initiatives such as ISO assignments to prepare documentation independently</li> </ul> <p>6.2 Collect performance data on quality control</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with different departments / units to collect performance data of different processes which is useful to the evaluation of the effectiveness of control measures</li> <li>● Spot and record deviances from control plans in details accurately for reporting to responsible parties for investigation</li> </ul> <p>6.3 Report on the effectiveness of quality management system</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare quality management test documents covering test objectives, scope, environment, deliverables, roles and responsibilities of parties concerned, schedule, risks, assumptions, issues and dependencies in an accurate and timely manner</li> <li>● Provide periodic updates on effectiveness of the quality management system and total quality management initiatives to the bank’s management according to the different requests</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Collection of performance data of different processes accurately after judging the relevancy of data and spotting deviances.</p> <p>7.2 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.</p>
8. Remarks	

> 7 . Quality Management > Continuous Process Improvement	
1. Title	Implement the process improvement plan
2. Code	BRQMQUI401A
3. Range	Execute the process improvement plan. This applies to process reengineering of different kinds.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Implement corrective actions as proposed in the improvement plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Implement corrective actions to tackle deviations spotted via internal audit or regulatory inspection according to the stated plan</li> <li>● Introduce new workflows and templates for continuous workflow improvement</li> <li>● Maintain regular communication with staff and process owners to provide advice on the revised process operations</li> </ul> <p>6.2 Modify the implementation plan when necessary</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure smooth operations of the improvement plan through analyzing relevant data and statistical reports</li> <li>● Spot problems in operational efficiency and assess accuracy of the implemented changes and carry out appropriate remedial actions</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Execution of the process improvement plan. The execution should be in accordance to the stated plans. Moreover, appropriate measures should be carried out during the course in order to ensure a smooth implementation.</p>
8. Remarks	

> 7 . Quality Management > Continuous Process Improvement	
1. Title	Prepare accurate and appropriate reports on process improvement evaluation
2. Code	BRQMQUI402A
3. Range	Prepare different types of document and presentations to report results and findings in process improvement. This applies to reports to different parties which include: management, line managers, stockholders, employees, etc.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Organize information on process improvement evaluation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify information required for different types of reports and compile the data independently</li> <li>● Check to ensure accuracy and timeliness of the data</li> </ul> <p>6.2 Compile different types of reports as requested by different parties</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Produce reports to management to provide information about bank-wide process performance</li> <li>● Prepare technical and management system reports for performance evaluation of particular process improvement programs</li> <li>● Prepare audit report to support relevant business or operations units to finalize the audit response within required period</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Generation of different kinds of reports and ensure accuracy and timeliness of the data. The format and details of reports should be tailored to the needs and requirements of different parties.</p>
8. Remarks	

> 7. Quality Management > Customer Experience Management	
1. Title	Deliver excellent customer service
2. Code	BRQMQE401A
3. Range	Deliver customer service which can exceed customers' expectations. This applies to all different kinds of banking services and customers.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have basic understanding in service excellence</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the philosophy of service excellence and the importance to bank in order to provide exceptional customer service proactively</li> <li>● Review best practices in the services of retail banking and identify suitable ideas for applying to daily work</li> </ul> <p>6.2 Identify the expectations of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Observe customers' behaviors/reactions in order to understand their impression on the bank's products and services</li> <li>● Identify the needs of customers by communicate with them (e.g. asking questions, listening to them)</li> <li>● Identify solutions which can match or even exceed their expectations</li> </ul> <p>6.3 Demonstrate good service attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Interact/Communicate with customers in a polite and professional manner</li> <li>● Show respect to customers</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of solutions which can meet/exceed customers' expectations based on understanding in their needs.</p> <p>7.2 Good service attitude is demonstrated which contribute to customer satisfaction.</p>
8. Remarks	

**> 7 . Quality Management > Quality Management Strategy / System Development and Maintenance**

1. Title	Formulate strategies and policies in quality management
2. Code	BRMQS501A
3. Range	Formulate overall quality management strategies for the bank. This applies to all departments or units throughout different geographical locations.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on quality management in retail banking industry</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on different regulations and international / industry standards and identify how they can affect the bank's quality management system</li> <li>● Analyze different models and tools in quality management in order to design a suitable policies for the bank</li> </ul> <p>6.2 Formulate company-wide policies in quality management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the business and operations of the bank and identify areas which quality control is necessary</li> <li>● Compare different alternatives and choose the most appropriate approach according to the bank's situations</li> <li>● Develop the strategic direction and framework / model in quality management policies and procedures for the whole bank</li> <li>● Formulate policies and procedures on service standards / performance pledge for the bank</li> <li>● Define quality management framework for internal operations in conjunction with operations staff</li> </ul> <p>6.3 Develop monitoring measures to ensure compliance with industry quality standards and related regulations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop standardized procedures, quality data management plan and program for ensuring compliance with external regulatory and accreditation requirements</li> <li>● Develop research and benchmark system to ensure the policies and procedures established are in compliance with regional and international standards and legislation</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of policies and monitoring measures in quality management based on analysis on bank's operations, strategies in business development and external regulatory requirements. Moreover, comparison and judgment of alternative approaches are made.</p>
8. Remarks	

> 7 . Quality Management > Quality Management Strategy / System Development and Maintenance	
1. Title	Establish quality standards for different operations
2. Code	BRQM QS502A
3. Range	Establish the quality standards to specify the outcome requirements. This applies to setting up of standards for different internal and external processes and products.
4. Level	5
5. Credit	4
6. Competency	<p>6.1 Evaluate performance requirements of different processes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze internal and external process and operations to understand their performance requirements and needs in quality control</li> <li>● Analyze clearly the regulatory requirements to identify needs in quality control</li> </ul> <p>6.2 Establish quality standards for processes / products responsible by the units</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish quality standards for the different internal processes such as operations, supply chain, service delivery, customer services etc. according to the business development, operational needs, regulatory requirements and industry standards, etc.</li> <li>● Establish quality standards for goods and services purchased from suppliers and produced by the bank according to the business development, operational needs, regulatory requirements and industry standards, etc.</li> <li>● Cooperate with business and operations units in different geographic locations of the bank to ensure alignment on quality standards</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of quality standards which specify performance requirements in different processes. The requirements are deduced from analysis on the bank's business developments, operational needs, regulatory requirements and industry standards ,etc.</p>
8. Remarks	

> 7 . Quality Management > Quality Management Strategy / System Development and Maintenance

1. Title	Develop procedures in quality control
2. Code	BRMQS503A
3. Range	Develop procedures in quality control to ensure fulfillment of quality standards of different processes. This applies to different operational processes in the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate quality standards in order to develop suitable control measures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze business requirements and review related information in order to design control measures</li> </ul> <p>6.2 Design quality control plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare an overall control plan on quality management and request for approval from bank management</li> <li>● Set up specific control measures with inspection specifications with different business and operations units in the bank</li> <li>● Evaluate different quality control measures and select those which are cost effective and will not hamper overall efficiency</li> </ul> <p>6.3 Design monitoring measures to ensure proper implementation of control plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop formal review process to ensure compliance to control measures and can identify deviation promptly</li> <li>● Consult employees throughout the bank to ensure that the quality management system is functioning properly</li> <li>● Develop mechanism in directing deficiency correction in control measures</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of plan on quality control based on analysis on business requirements and operations in different departments or units.</p> <p>7.2 Design measures in monitoring implementation of quality control plan. The measures should be able to spot deviances in a timely manner and able to carry out correction measures promptly.</p>
8. Remarks	

**> 7 . Quality Management > Quality Management Strategy / System Development and Maintenance**

1. Title	Manage benchmarking analysis on quality management
2. Code	BRMQS504A
3. Range	Manage benchmarking analysis to evaluate the effectiveness and comprehensiveness of bank's strategies in quality management. This applies to benchmarking programmes in different forms and scales.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Formulate benchmarking programmes to understand industry's standards in quality management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop policy and objectives of benchmarking programmes on quality management based on the business and positioning strategies of the bank</li> <li>● Formulate benchmarking programmes in accordance with the stated objectives</li> <li>● Evaluate different methods in conducting benchmarking exercises and design method or tools which are most suitable with the operations of the bank</li> </ul> <p>6.2 Identify improvement measures after analyzing results of benchmarking programmes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze data through employing different techniques to evaluate bank's performance with industry's standards</li> <li>● Evaluate the benchmarking results and provide recommendations on how to improve the quality management system of the bank</li> <li>● Communicate the findings to management or relevant units through presentation, reports, graphs or other relevant documents</li> </ul> <p>6.3 Plan for follow up actions after completion of the benchmarking exercise</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop implementation plan for recommendations on quality management enhancement based on the benchmarking exercise</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Recommendations and implementation plan on improving the quality management system. The suggestions should be based on the analysis of benchmarking exercises.</p>
8. Remarks	

> 7 . Quality Management > Quality Assurance on Retail Banking Sales and Service Delivery	
1. Title	Develop and enforce performance standards in customer service
2. Code	BRQMQA501A
3. Range	Develop and enforce performance standards in customer service. This applies to different kinds of customer services regardless of the customer segments.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze needs in quality requirement of customer service</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze voice of customers and identify customer's requirements on bank's services</li> <li>● Analyze performance data; chart against defined standards and parameters to identify areas which warrant quality control</li> </ul> <p>6.2 Develop quality standards to maintain a high quality customer services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate objectives for quality assurance on customer services</li> <li>● Incorporate total quality management practices into the daily work of customer services</li> <li>● Develop quality standards in customer service after analysis the operations, requirements and needs of different business and operation units</li> </ul> <p>6.3 Educate staff on quality management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop activities to promote awareness of the bank's service commitment</li> <li>● Develop staff training programmes to promote awareness on quality policies and programs</li> <li>● Identify relevant quality-related training needs for bank employees</li> <li>● Improve service quality of staff through training and other means to ensure consistent service delivery</li> </ul> <p>6.4 Develop programs to promote a quality culture</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop service recognition programs (e.g. incentive scheme, quality service awards)</li> <li>● Develop service campaigns to deepen customer relationships and maximize business opportunities</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of performance standards in customer service which are based on analysis on customer's requirements, performance, operations, requirements and needs of different units.</p> <p>7.2 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.</p>
8. Remarks	

> 7 . Quality Management > Quality Assurance on Retail Banking Sales and Service Delivery	
1. Title	Monitor and control quality of product and services offered
2. Code	BRMQA502A
3. Range	Monitor the performance of bank's products and services to ensure meeting of quality standards. This applies to products and services of different kinds.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the quality requirements of products and services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the quality requirements in product and service by analyzing the business contexts, targets in profits and operations etc.</li> <li>● Evaluate the systems, processes and procedures in managing quality of product development in order to assure product and service quality</li> </ul> <p>6.2 Design and monitor tests examining the quality of products and services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design testing methodologies and tools to examine different aspects of bank's products and services to ensure they are in compliance with the bank's quality standards</li> <li>● Take steps to ensure tests for ready-to-launch products and services are properly understood, carried out and evaluated</li> <li>● Assess suppliers' and the bank's product specifications against customer requirements</li> <li>● Manage test activities by liaising with relevant parties concerned</li> <li>● Supervise relevant staff in carrying out quality tests and check the test results</li> </ul> <p>6.3 Analyze testing results and provide recommendations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate test scripts and analyze the results and defects records to validate checking measures</li> <li>● Identify areas for improvement after analyzing the results and defects records in order to improve the compliance with quality standards</li> <li>● Investigate the causes of the defects and provide recommendations on improvement measures</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of different kinds of tests to measure the quality of products and services in an accurate and efficient manner. The tests should be tailored to the performance criteria or quality standards of different products and services.</p> <p>7.2 Provision of recommendations to improve compliance with quality standards based on analysis on the testing results and defects records.</p>
8. Remarks	

> 7 . Quality Management > Continuous Process Improvement	
1. Title	Identify areas required for quality enhancement
2. Code	BRQMQUI501A
3. Range	Identify areas which require quality enhancement. This applies to different processes and functions of the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze existing operations in different units of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assist business and operations units in analyzing operational systems, management processes, projects, methods, procedures and usual practices by discussing relevant information with affected parties</li> </ul> <p>6.2 Identify areas which require process improvement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult different team members to identify, analyze and propose root causes of operational problems</li> <li>● Define and prioritize operations problems ; and identify needs in process improvement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of gaps in the existing quality management system based on analysis of information and data from different sources.</p>
8. Remarks	

> 7 . Quality Management > Continuous Process Improvement	
1. Title	Design measures to improve existing processes
2. Code	BRQMQUI502A
3. Range	Design measures to improve existing processes. This applies to processes in different job functions within the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Direct process improvement initiatives in the departments / units</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop effective ways of involving employees to form quality improvement teams</li> <li>● Direct quality improvement meetings and facilitate teams to define issues, identify priorities and develop timelines to ensure that all necessary tasks are observed</li> </ul> <p>6.2 Analyze current operations and identify improvement areas</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify problems by applying appropriate analytical methods such as cause analysis, control charts, work distribution charts, flow charts and movement studies in order to analyze current systems and process, identify problems, find out the root causes and assess the need for change</li> <li>● Identify redundancies, unnecessary or wasteful procedures; improper methods; or other procedural problems in order to develop plans for creating new operational systems</li> </ul> <p>6.3 Develop methods to improve the existing process</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate comprehensive information and quality management techniques to design solutions for existing operational problems</li> <li>● Design innovative methods that increase overall effectiveness of the bank services</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Suggestions to improve the existing processes. The suggestions should be based on analysis on existing problems and means to improve effectiveness.</p>
8. Remarks	

> 7 . Quality Management > Customer Experience Management

1. Title	Identify measures to improve customer experience
2. Code	BRQMQE501A
3. Range	Identify 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify high risk areas in existing customer experience cycle</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify areas of high risk and assess risk factors in all aspects of retail banking operations which can affect customer experience</li> <li>● Review areas of risk and investigate identified issues to identify root causes of the problems</li> <li>● Analyze root causes of negative customer responses and proactively identify methods to address them and improve service delivery processes</li> </ul> <p>6.2 Develop measures to improve customer experience</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify high impact attributes which bring delights (exceptional values) to the customers of the bank and formulate corresponding measures</li> <li>● Liaise with different parties to modify processes and procedures in relevant areas such as IT systems and operations to develop measures such as shortening turnaround time and upgrading service levels which can bring more benefits to customers</li> </ul> <p>6.3 Ensure compliance with related standards and regulations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate customer service guidelines to prevent violations</li> <li>● Conduct compliance check to ensure changes are complied with the bank’s policy, audit and regulatory requirements</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Suggestions of measures to tackle high risk areas identified. The suggestions should be based on analysis on high risks areas identified, customer requirements, regulation, and the results of the compliance check. etc.</p>
8. Remarks	

> 7 . Quality Management > Customer Experience Management	
1. Title	Manage feedback from different parties in order to protect bank's image
2. Code	BRQMQE502A
3. Range	Handle and analyze feedback received from different parties. This refers to feedback regarding different aspects of the bank's business and operations.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop procedures and guidelines in handling feedback</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze types of feedback and the effects on the bank's image in order to develop appropriate approach to handle the feedback</li> <li>● Develop procedures and guidelines in handling feedback received from external parties, such as customer relationship management and customer complaint management processes</li> </ul> <p>6.2 Develop education initiatives to train staff in handling feedback</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the functions and operations of different units to identify the training needs in handling feedback</li> <li>● Establish a comprehensive database of customer feedback and the appropriate ways in handling</li> <li>● Design learning solutions to develop expertise and professional skills in handling verbal and written complaints in order to ensure prompt response and effective service recovery actions are taken</li> <li>● Develop guidelines in complaint handling with respect to quality and technical issues</li> </ul> <p>6.3 Design response to feedback which have huge impacts on the bank's image</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide pro-active and responsive service to handle customers' grievances on large-scale incidents and resolving them quickly to the customer's satisfaction</li> <li>● Manage open criticism from media, regulatory bodies, pressure groups, etc. and minimize any risks in operation, reputation and/or public relations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of procedures and guidelines in handling feedback after analyzing the impacts of feedback on the bank's images.</p> <p>7.2 Provision of relevant materials or activities (e.g. procedures, guidelines and training etc.) to assist staff in handling complaints after analyzing their training needs in handling feedback.</p> <p>7.3 Handling negative feedback which may have big impacts on the bank's image.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Product and Service Selling**

1. Title	Organize and review customer data to identify sales lead
2. Code	BRSRSS301A
3. Range	Organize and review the customer record of all existing and potential customers possessed by individual sales team. This covers information related to sales and marketing activities such as contact details, transaction history and service record.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand guidelines in organizing and reviewing customer data</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the bank's guidelines in organizing and reviewing customer data in order to handle the job independently</li> <li>● Understand the bank's guidelines in identifying sales leads in order to execute the task independently</li> </ul> <p>6.2 Organize customer information</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Organize existing account information and intelligence from different sources to identify prospects for sales call</li> <li>● Find new business contacts by leveraging existing customer contacts</li> <li>● Record customer inquires or information obtained through different contact means in order to gather more information about each particular customer</li> <li>● Record customer intelligence of different varieties into database to compile a comprehensive profile for each customer</li> </ul> <p>6.3 Review customer database to locate sales leads</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Qualify customer leads by applying the well defined standards adopted by the bank</li> <li>● Compile a list of customer leads which include key information related to the customers</li> </ul> <p>6.4 Protect customer data</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Comply to the privacy ordinance and the bank's internal standard when handling different sources of customer information</li> <li>● Prevent leakage of customer data throughout the whole process of recording, storing and retrieving</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A list of potential customers for conducting sales calls. The list should contain accurate contact details of individual prospect.</p> <p>7.2 Organizing and reviewing customer's data independently by following the bank's guidelines and compliance requirements.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Cycle Management	
1. Title	Record and report sales activities
2. Code	BRSRSM301A
3. Range	Record sales data in every step of the sales cycle which include but not limited to information of customers, products and transactions. This can apply to sales of products and services of any kind and of different volumes.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the tracking mechanism in the bank                      Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the standard procedures of tracking systems so that the system can be operated independently</li> <li>● Ensure the necessary data of sales activities is recorded to comply with the requirements of the bank's internal tracking mechanism</li> </ul> <p>6.2 Ensure the quality of the record of sales data in the tracking systems                      Be able to:</p> <ul style="list-style-type: none"> <li>● Maintain and update the data to ensure its accuracy and integrity according to the bank's guidelines</li> <li>● Report irregularities or missing data and seek information from appropriate means to supplement the insufficiency</li> </ul> <p>6.3 Generate report of sales data                      Be able to:</p> <ul style="list-style-type: none"> <li>● Generate reports to provide visibility on sales activities and monitor sales results by employing suitable templates</li> <li>● Provide relevant statistics and conduct analysis related to sales cycle management upon request of different parties</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Execution of appropriate actions to ensure the quality of the data in the tracking systems and report irregularities.</p> <p>7.2 Provision of accurate and timely report on sales data which can fulfill the informational requirements as requested by different parties by using suitable templates.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Cycle Management**

1. Title	Provide back office support to sales activities
2. Code	BRSRSM302A
3. Range	Provide information and administrative support to frontline sales staff. This can apply to sales of products and services of any kind and of different volumes.
4. Level	3
5. Credit	3
6. Competency	<p>6.1 Provide a range of customer information as requested by sales staff</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide and maintain effective customer server computing environment to support the bank's sale activities according to the bank's guidelines</li> <li>● Compile and maintain customer database and update regularly</li> <li>● Retrieve data of sales call reports, leads source analysis and customer response analysis, etc. from the bank's database by following the request of sales staff</li> <li>● Generate comprehensive management reports on customer accounts by using the standardized templates of different database systems</li> </ul> <p>6.2 Carry out administrative work by applying the bank's processes to complete different types of transactions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Execute internal sales operations service according to the bank's stated procedures</li> <li>● Carry out periodic reviews to collect statistic to support the bank's current and future sales and service delivery activities according to the stated procedures</li> <li>● Provide back office fulfillment and transaction processing activities to complete the sales generated from frontline sales and service channels according to the bank's stated procedures</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of useful statistics independently which can fulfill request of sales staff by adopting standardized templates in different database systems.</p> <p>7.2 Execution of administrative duties in selling independently according to the bank's stated procedures.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Customer Relationship Development	
1. Title	Generate data or report by using Customer Relationship Management (CRM) systems
2. Code	BRSRSR301A
3. Range	Generate 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Acquire knowledge related to CRM systems and initiatives</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the operating procedures of the CRM systems in order to carry out the job of locating and retrieving data independently</li> <li>● Understand the objectives of CRM activities in order to interpret request from different parties accurately</li> </ul> <p>6.2 Locate required information in CRM systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Retrieve information from the CRM systems to according to the request of different parties</li> <li>● Ensure the presentation of data or reports is in an appropriate format as requested by different parties</li> <li>● Generate data or report from CRM systems in order to obtain information for designing CRM activities</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Customer Relationship Development**

1. Title	Execute accounts services
2. Code	BRSRSR302A
3. Range	Provide account services to customers. This applies to account services for various service plans or products and services offered to different customer groups via different service provision channels.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the account services offered by the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Know what kinds of administration work have to be processed for different account transactions and understand the standard operating procedures and compliance requirements associated with the them in order to execute the task independently</li> <li>● Summarize information related to the different types of account services provided by the banks, such as target customers, operation process and requirements etc.</li> </ul> <p>6.2 Record and organize data of different accounts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Update customer accounts with current information</li> <li>● Safeguard sensitive data and processes from account opening to closing</li> <li>● Organize and provide data on banking transactions for customer accounts analysis</li> </ul> <p>6.3 Provide account services to customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Accomplish assigned account administration tasks in an efficient and timely manner</li> <li>● Offer customers full range of banking services for the opening and administration of accounts, allow them to perform all types of banking operations permitted by relevant legislation</li> <li>● Deal with customer inquiries, provide them with advice and recommendations with respect to different aspects of banking services</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Record and organize data related to account services independently according to the standard operating procedure of the bank.</p> <p>7.2 Provision of account services to different account holders. These services are executed independently and in accordance with the guidelines and standard operating procedures as provided by the bank.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Customer Relationship Development**

1. Title	Safeguard customer information to enhance security
2. Code	BRSRSR303A
3. Range	Adhere to the policies related to customer information protection. This applies to handling of all kinds of personal data of customer possessed by the bank.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand privacy requirements on personal data of customers and its implication on daily work</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the regulations or ordinances governing privacy of personal data</li> <li>● Review the current regulations and understand the future trend in privacy regulations</li> <li>● Understand the policies and practices of the bank in handling customer's personal data to prevent violating the standards</li> </ul> <p>6.2 Collect and record customer information according to the guidelines of the bank to prevent leakage</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Comply to the stated processes while interacting with account holders in order to better safeguard customer information</li> <li>● Comply with the requirements of laws and regulations when collect and retain information</li> </ul> <p>6.3 Display respect to customer's privacy when handling customer personal data</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Adhere to the privacy policies and practices of the banking industry and do not disclose any bank account information to any other third party, except as permitted by law</li> <li>● Respect customer’s privacy and take strong action to safeguard their account information, including online banking transactions</li> <li>● Provide customer with helpful information about privacy and information security so as to help protect themselves from identity theft, and limit direct marketing from other parties</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Demonstration of positive behavior to protect customer's privacy when handling their personal data. The collecting, recording, storing and retrieving of customer data are complied to both external regulatory requirements and internal guidelines.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Customer Relationship Development**

1. Title	Build and maintain relationship with customers
2. Code	BRSRSR304A
3. Range	Build and maintain relationship with customers by displaying good customer service behaviors when interacting with customers in different channels . This applies to different kinds of customers.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Have basic understanding in relationship management with customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the basic principles and methods in building and maintaining relationship with customers</li> <li>● Understand the importance of establishing good relationship and the impacts on bank</li> </ul> <p>6.2 Communicate with customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Greet customers proactively in a timely and professional manner</li> <li>● Start conversation with customers in order to have a better understanding on their needs</li> <li>● Answer customers enquires by providing appropriate information and follow-up their needs when necessary</li> <li>● Communicate with customers in a polite and professional manners</li> </ul> <p>6.3 Demonstrate customer-centric mindset</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Observe customers and identify the needs when interacting with them</li> <li>● Show respect to customers</li> <li>● Offer value-added services to customers proactively when appropriate</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Good and long-term relationships are established with different kinds of customers.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation**

1. Title	Collect information to identify market trends and customer needs of different segments
2. Code	BRSRSF401A
3. Range	Collect information on market supply and customer demand for the products and services provided by retail banks in the same geographical location.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand how to conduct market research in retail banking sector</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Summarize the features of products and services provided by different banks and the competitive landscape in the retail banking sector so as to understand the focus of research programs</li> <li>● Apply the techniques in data collection to different situations in order to gather a comprehensive range of accurate and timely information on market supply and customer demand</li> </ul> <p>6.2 Collect necessary information in different situations according to research plans established</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Manage market research project, find existing information resources and survey customers to acquire critical market intelligence by providing an independent perspective</li> <li>● Obtain fore-knowledge of competitors strategies and how they are implementing their plans to assist management to predict future challenges and safeguard own business</li> <li>● Measure marketing effectiveness and compare results with the range of returns achieved by others who are operating in similar product markets</li> </ul> <p>6.3 Consolidate and report collected data</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Step through a structured process for the consolidation of information</li> <li>● Report the information analysis and forecast for strategic planning</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation**

1. Title	Plan for implementation details of the marketing and promotional activities
2. Code	BRSRSF402A
3. Range	Plan for implementation details of individual marketing and promotional activity of a particular business area. This applies to different kinds of activities for different target groups.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the marketing and promotional activity</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Gather and organize information related to target customers of the marketing and promotional activity by specifying their demographic characteristics, interests, consumer behavior etc.</li> <li>● Understand the rationale and objectives of the marketing and promotional activity so as to recommend implementation details to achieve the objectives</li> </ul> <p>6.2 Work out implementation details of individual activity</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the features of products/services offered by the bank in order to design a suitable implementation method</li> <li>● Work out implementation details by specifying the process flow, timeline and person-in-charge to fulfill the stated objectives</li> <li>● Develop the on-site resource plan to ensure adequate manpower and equipment in different posts during activity</li> <li>● Take up the coordination work to liaise with different parties, e.g. advertising agency, PR agency, property management firm, printing house to put the implementation details into practice</li> <li>● Anticipate potential setbacks during the implementation and come up with contingency plans to tackle the problems</li> </ul> <p>6.3 Monitor the execution of the implementation plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor the application of promotional messages in different channels to ensure consistency and carry out remedial actions when necessary</li> <li>● Monitor expenditure according to the budget plan and make necessary adjustment in order to ensure expenditure is within budget</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 An implementation plan and monitoring measures of marketing and promotional activity which outlines specific steps in meeting the objectives. The plan should be formulated according to the target groups, activity objectives, activity design and available resources, etc.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Product and Service Selling	
1. Title	Perform customer needs analysis and risk profiling
2. Code	BRSRSS401A
3. Range	Conduct assessment on customer's financial needs and risk appetite. This can apply to products and services in investment, insurance, loan and cards regardless of the amount or market segments.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand processes of needs analysis and risk profiling</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the objectives of needs analysis and risk profiling so as to identify what kinds of information is needed to be collected</li> <li>● Understand the reasons for collecting different kinds of information of customers to facilitate the information collection process</li> </ul> <p>6.2 Collect information from customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Employ different communication skills according to the situations and communication styles of different customers</li> <li>● Use effective questioning techniques to capture useful information to determine customer's financial needs and risk profile. Information collected should include:- Risk appetite- Investment experience- Investment objective and horizon- Assets allocation</li> <li>● Provide valid reasons to ask sensitive questions</li> <li>● Collect related documents and other sensible evidence to support customer needs assessment</li> </ul> <p>6.3 Identify the financial needs and risk appetite of customers according to the criteria set by the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Investigate customer needs by using bank's guidelines and sound judgment; checking his/her understanding with clients</li> <li>● Conduct risk profiling and analyze the results according to bank's guidelines</li> </ul> <p>6.4 Present results of the analyses according to bank's specifications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Present the risk disclosure statement to customer in accordance with their results on risk assessment and asset allocation</li> <li>● Compile customer information collected to outline the financial needs and investment preferences, risk bearing ability, protection requirements and expected return rates on investment and present the information to suitable parties</li> </ul> <p>6.5 Protect customer data</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Comply with the privacy ordinance and the bank's internal standards when handling different sources of customer information</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Collection of useful information and documents for needs analysis and risk profiling by employing appropriate communications and questioning skills.</p> <p>7.2 Conducting needs analysis and risk profiling and analyze the results according to the bank's guidelines.</p> <p>7.3 Present the analyses on customer's financial needs and risk profile to different parties according to their needs.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Product and Service Selling**

1. Title	Explain recommendations on bank products and services to customers
2. Code	BRSRSS402A
3. Range	Explain the recommends on bank products and services to individual customers in different channels such as branch, telemarketing etc . This can apply to products and services of different kinds and customers of different segments.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the financial needs of customers                      Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the features of different kinds of products and services of the bank in order to recommend suitable products to customers</li> <li>● Gather critical customer information from records or conversations in order to understand the financial needs of customers</li> </ul> <p>6.2 Present recommendation according to bank's guidelines                      Be able to:</p> <ul style="list-style-type: none"> <li>● Present product recommendations by clearly specifying sound reasoning i.e. how features of recommended products tie in with customer needs and provide benefits</li> <li>● Check mutual understanding by probing and summarizing customer needs and explaining clearly the risks of the recommended products and services with the customers</li> <li>● Promote and cross-sell bank products and services in accordance to customer needs</li> <li>● Communicate with prospective customers in accordance to the bank's guidelines and professional ethics</li> </ul> <p>6.3 Employ different communication skills to ensure customer's understanding                      Be able to:</p> <ul style="list-style-type: none"> <li>● Communicate precisely and concisely and in a manner that matches with the interactive style of customers</li> <li>● Check customer understanding and ask for acceptance of recommendations tactfully</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Presentation of recommendations on products and services with detailed product descriptions and sound reasoning. The presentation should demonstrate effective communication skills which can match the different styles of customers and have to use different methods to ensure the understanding of customers.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Product and Service Selling**

1. Title	Handle customer's feedback on products and services recommendations
2. Code	BRSRSS403A
3. Range	Handle feedback of customers on products and services recommendations. This applies to different kinds of feedback and customers from different segments.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Collect customers' opinions on the products and services recommendation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Obtain customer feedback and probe if there's any concerns on the recommendations</li> <li>● Listen to customer's concerns, queries, questions or objections attentively and respect his or her right to express opposite opinions</li> <li>● Probe and identify the undermined genuine concerns of customers in addition to the superficial reasons of objection</li> </ul> <p>6.2 Reply to objection by providing solutions to the different problems raised by customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Offer solutions to the different concerns of customers and check their acceptance</li> <li>● Understand the reason of objections and state suitable reasoning such as cost-price comparison among different products to support the recommendations</li> <li>● Share customer's objection appropriately and check understanding of the recommendations provided</li> </ul> <p>6.3 Revise products / services recommendation by judging the preferences of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide alternative products / services recommendation after grasping a clearer understanding of customer's needs and concerns</li> <li>● Help customer to make final decision by articulating the benefits of the products recommended</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Responses to customer's objections which can successfully solve the problems raised. The response should be customized to the different concerns of customers and provide sound logical reasoning to persuade customers.</p> <p>7.2 Recommendations of alternative products according to the needs and concerns of different customers.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Product and Service Selling**

1. Title	Gain customer commitment in buying products and services
2. Code	BRSRSS404A
3. Range	Close the deal for the selling of products and services of any kind.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Read the signal of customers to determine the pace of proceeding</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify buying signals of customers during the interaction and adjust the pace of selling accordingly</li> <li>● Watch out for customer's emotions behind the words to prevent from initiating the closing of the deal when he/she is in a negative emotional state</li> <li>● Ask permission to proceed on closing the deal and observe customer's response to determine if the sales process is on the right track</li> </ul> <p>6.2 Close the deal by using a variety of persuasion skills appropriate in different situations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct incremental closing to engage customer commitment to recommended products</li> <li>● Close the deals by using a variety of persuasion techniques in appropriate time</li> <li>● Ask for commitment to obtain/provide more relevant information or agree on a time for next meeting as intermediate goals and closure to move the sale forward if immediate closing is deemed to be inappropriate</li> </ul> <p>6.3 Understand bank guidelines and comply to the requirements</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Use selling approaches which are consistent with bank's guidelines and general professional ethics of the industry in order to prevent complaints from customers</li> <li>● Understand and act in accordance to the principle that all sales are initiated for the benefits of the bank and customers; only products or services genuinely tied in with customer's needs are recommended</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Commitment obtained from customers in buying products and services from the bank. Effective persuasion skills should be displayed according to the different emotions identified and buying intentions of customers.</p> <p>7.2 Compliance to regulatory requirements and code of conduct so that minimal number of complaints from customers is raised.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Cycle Management**

1. Title	Perform sales leads management
2. Code	BRSRSM401A
3. Range	Follow up sales leads generated in order to sell products and services of the banks.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the characteristics of sales leads</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Organize and compile the information on sales leads in details by specifying their demographic characteristics, interests, consumer behavior etc.</li> <li>● Apply the product / customer needs matching approach to categorize the leads for achieving a higher success rate in the sales leads follow up activities</li> </ul> <p>6.2 Identify business opportunities by applying different tools</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Capture, manage and nurture marketing inquiries in order to obtain sufficient information about the potential customers for qualifying the sales leads</li> <li>● Use customized tools of the bank to qualify and score leads and analyze the results according to the bank's guidelines</li> </ul> <p>6.3 Follow up selling opportunities by applying suitable selling skill</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Take immediate follow-through actions to address the business opportunities by applying suitable procedures as stated in the bank's guidelines</li> <li>● Turn inquiries and leads into sales through inquiry handling, response management and business-to-business sales leads management</li> <li>● Communicate with prospective customers in accordance to the bank's guidelines and professional ethics</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Qualification of sales leads by collecting and analyzing relevant information by applying the bank's guidelines.</p> <p>7.2 Completion of follow-up activities of sales leads by applying suitable bank's guidelines and procedures according to the situations.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Cycle Management	
1. Title	Perform compliance control and monitoring functions
2. Code	BRSRSM402A
3. Range	Oversee selling and promotional activities to customers to ensure compliance with regulations and the bank's standards. This applies to the sales of products and services of any kind and of different volumes.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the compliance regulations and bank's standards</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Examine regulations, established by external regulators and internal standards, related to the selling of bank's products and services in order to oversee compliance during the selling process</li> <li>● Gather information on future developments in compliance and keep abreast with the bank's policy in selling activities</li> </ul> <p>6.2 Oversee compliance with standards in different units</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Oversee compliance with policies on customer's investment restrictions and guidelines</li> <li>● Oversee compliance with practice standards and ethical codes for sales teams which extends control on legal, regulatory (e.g. licensing examinations) and compliance risks of the bank</li> <li>● Implement manual and automated solutions for detecting, tracking, monitoring and recording compliance obligations and breaches related to sales activities</li> <li>● Detect noncompliance incidents and select the most appropriate methods in handling the issues to minimize harms to the bank</li> <li>● Monitor fulfillment of regulatory and contractual obligations related to the bank's sales and promotion activities</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Inspection of compliance fulfillment in selling activities according to the regulations and standards provided by regulators and the banks. Appropriate actions are selected to handle any noncompliance issues.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Cycle Management**

1. Title	Provide support to marketing and promotion activities
2. Code	BRSRSM403A
3. Range	Provide resources and administrative support to facilitate different kinds of marketing and promotion activities including but not limited to telemarketing, road show, survey, market research. This applies to marketing and promotion activities of different products and services rendered to different target groups.
4. Level	4
5. Credit	4
6. Competency	<p>6.1 Acquire knowledge about the details of the marketing activities of the bank                      Be able to:</p> <ul style="list-style-type: none"> <li>● Acquire information related to the overall marketing strategies of the bank and understand how these affect the marketing activities</li> <li>● Understand the objectives, profile of target participants, workflow process, products/services promoted and resources requirement for each of the activity</li> </ul> <p>6.2 Participate in different kinds of marketing activities by utilizing skills in event management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assist in the coordination of marketing programs with the bank's marketing teams which cover the following activities:- Telemarketing- Road show support service - Survey- Market research</li> <li>● Outline the resources requirement of each activity and report to management if expenditure exceeds the budget</li> <li>● Prepare, source and deploy necessary tools and materials to support the marketing activities</li> </ul> <p>6.3 Collect statistics on participation in sales activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Employ suitable methods to collect statistics on resources deployment, participations rate, sales and other activities for evaluation and future planning</li> <li>● Using different methods to collect and compile information for the participants database and update regularly</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of support to the operation of each activity according to their objectives, workflow and resources requirement, etc.</p> <p>7.2 Collection of relevant data by using different methods according to the nature of the information to be collected.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Cycle Management**

1. Title	Disseminate promotion materials to sales staff
2. Code	BRSRSM404A
3. Range	Disseminate promotion materials related to the bank's products and services or marketing and promotional activities to staff with sales accountabilities. This involve sales staff who are responsible for different products and services of various target segments.
4. Level	4
5. Credit	4
6. Competency	<p>6.1 Understand the work responsibility of sales staff in different teams</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Gather information related to the job responsibilities of different sales teams which include the division of work, responsible products and services and sales targets</li> <li>● Assess the work load and responsibilities of individual sales job role hence to delegate promotion work appropriately</li> </ul> <p>6.2 Select and provide a range of promotion materials which are customized to the jobs of different sales staff</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Maintain and update related inventory records to ensure a sufficient supplies of tools and materials are available to support the sale activities of frontline sales staff</li> <li>● Collect and disseminate updated promotion materials of new products, sales campaign and promotional programs to all sales and service channels of the bank</li> <li>● Set up effective communication channels for the sales and service units to convey and explain policies, rules and regulations</li> </ul> <p>6.3 Gather opinions from sales staff on the needs of promotional support required</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Improve planning in promotional support by gathering recommendations of sales staff, providing better insight into customer demand and improving operational efficiency</li> <li>● Organize staff consultation meetings regularly to capture their views on promotion activity support directly</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Team Management**

1. Title	Update product knowledge of team members
2. Code	BRSRST401A
3. Range	Update all staff in selling functions including sales, sales support and administration, the latest information which will affect their job. Information include but not limited to changes in regulations, information on products and services of the bank, updates of market trends etc.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Master information which is critical for the task of selling</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Keep abreast of changes in the global economy in general and the development of banking industry in specific</li> <li>● Keep abreast of the product development of the bank</li> <li>● Keep abreast of the changes in the preference of bank customers and diagnose their impacts on the bank's sales activities</li> </ul> <p>6.2 Identify information required by different sales staff according to the job responsibilities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Locate useful information and help sales staff to acquire knowledge in- 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</li> </ul> <p>6.3 Employ different activities to disseminate information related to sales staff</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Organize activities to disseminate information to sales staff such as- Meetings- Product briefing sessions- Training programs etc.</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Customer Relationship Development	
1. Title	Handle customer enquiry
2. Code	BRSRSR401A
3. Range	Handle different kinds of customer enquiry appropriately. This applies to enquiry in all forms and in every aspect which can affect customer satisfaction.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the profiles of different customers                      Be able to:</p> <ul style="list-style-type: none"> <li>● Organize information about the customer' buying habits, utilization of banking services or demographics to accomplish targeted marketing</li> </ul> <p>6.2 Handle different types of customer enquiry to enhance customer satisfaction                      Be able to:</p> <ul style="list-style-type: none"> <li>● Perform conflict-resolution to turn unsatisfactory customers into happy customers who believe the bank cares about their problem and wants to help them</li> <li>● Answer customer's enquiry and provide appropriate feedback or solutions to customers</li> <li>● Follow up on customer's enquiry and tactfully probe further to uncover the genuine needs</li> </ul> <p>6.3 Adopt a customer-centric mindset when interact with customers                      Be able to:</p> <ul style="list-style-type: none"> <li>● Show caring and respect to the customers; react responsively and timely to their demand</li> <li>● Communicate with customers proactively to probe for their opinions and needs</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Handling of customer enquiries. The responses should be customized to the specific situations so as to employ an appropriate method which can resolve the concerns of customers successfully.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation	
1. Title	Develop sales plan and implementation details for different teams
2. Code	BRSRSF501A
3. Range	Develop 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate business goal and strategic direction of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the management's strategic objectives and business goal</li> <li>● Evaluate the products and services offered by the bank and estimate their contribution to the business goal</li> <li>● Translate long term vision into practical business strategic goals</li> </ul> <p>6.2 Work out the details of sale plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze past records and existing resources in order to formulate actions to achieve the assigned sales targets</li> <li>● Develop sales plan to execute the strategies adopted by the bank which covers the following details:- 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</li> <li>● Develop key measurements that can be used to mark the progress of sales plan to provide feedback to the sales force</li> </ul> <p>6.3 Identify possible obstacles and outline contingency plans to tackle different situations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop checking measures to anticipated obstacles in order to facilitate the effective implementation of the sales plan</li> <li>● Develop alternative solutions to sales challenges by applying a disciplined problem solving approach</li> </ul> <p>6.4 Consult sales force about the sales plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide the sales force a clear tactical plan that is in alignment with the strategic objectives of the management</li> <li>● Develop proposal on sales incentive plans with liaison with relevant parties</li> <li>● Analyze the possibility and practicality of sales plan with the sales force; invite members' comments for further enhancement and assign realistic goals</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation**

1. Title	Develop marketing and promotional programmes
2. Code	BRSRSF502A
3. Range	Define overall marketing and promotional programmes of a particular business area. This can be applied to development of different kinds of programmes to help achieve sales targets of different products and services and in various market segments.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze characteristics of target customers                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze various customers segments which the bank aims to introduce/expand the sales of the promoted products and identify the target customers</li> <li>● Analyze the features of products/services offered by the bank and identify to what extent they match with the needs of target customers</li> <li>● Analyze the target customers in details by specifying their demographic characteristics, interests, consumer behavior etc. to find out what are the effective means to influence the target customers</li> </ul> <p>6.2 Design marketing and promotional campaigns for specific business area                      Be able to:</p> <ul style="list-style-type: none"> <li>● Establish objectives for promotional campaigns on different groups of target customers which can be aligned with the sales strategies and sales targets</li> <li>● Allocate resources appropriately among sales promotion, advertising, publicity, and sales team's personal selling to support well rounded promotion</li> <li>● Develop content, appeal, structure and format of promotional message</li> <li>● Select channels to ensure promotional messages can reach the target customers</li> <li>● Develop budget plan which involves cost breakdowns per territory and promotional mix elements, affordability, and competitive parity</li> </ul> <p>6.3 Develop measuring mechanism to evaluate the effectiveness of campaigns and activities                      Be able to:</p> <ul style="list-style-type: none"> <li>● Develop measurement mechanism to track the results of the marketing and promotional campaign</li> <li>● Develop review process to track if pre-set objectives of the campaign are achieved and modify plans as required</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Proposals of a wide range of sales and promotional campaigns in alignment with the sales strategies of the bank and specify the objectives, analyses of different methods, resources allocation, message content, channel and budget etc. The proposal should be based on analysis on customer characteristics of different segments.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Product and Service Selling	
1. Title	Develop recommendations on bank products and services to customers
2. Code	BRSRSS501A
3. Range	Identify suitable products and services to customers based on the results of needs analysis and risk profiling. This can apply to products and services in investment, insurance, loan and cards regardless of the amount or market segments.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze financial needs and risks appetite of customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze customer information such as their financial needs and investment preferences, risk bearing ability, protection requirements and expected return rates on investment so as to identify suitable products and services</li> <li>● Evaluate the financial needs of customers and their risk appetite against the features of different products and services in order to identify the most suitable solutions to their needs</li> </ul> <p>6.2 Identify suitable products and services based on the analyses</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop a profile of product prospects with consideration of the risk acceptance level of individual customer</li> <li>● Develop financial planning recommendations with experts or product specialists if necessary to match sophisticated customers needs</li> <li>● Evaluate alternative financial product packages based on knowledge of bank products, cost and benefit analysis and genuine customer needs</li> <li>● Analyze customer's risk in investment portfolio on a regular basis and advice suitable products and services to balance the risks</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Recommendation on products and services. The recommendation should outline how the products and services can match with the needs and risks acceptance of customers. A comparison with other product alternatives is also provided to support the recommendation.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Cycle Management	
1. Title	Design sales leads generation programme
2. Code	BRSRSM501A
3. Range	Design sales lead generation programmes for a specific business area in order to explore new customers for selling products and services in both the mass market segment and up-scale customer segment.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have specialized knowledge in the theories, principles and methods in sales lead generation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the different mechanisms of generating customer leads and estimate resource requirement in order to choose the most appropriate approach for the bank</li> <li>● Evaluate common approaches in generating sales leads and their effectiveness under different contexts</li> <li>● Evaluate the features of products/services offered by the bank in order to identify suitable methods in generating sales lead</li> <li>● Evaluate regulations related to sales activities and identify its implication on sales lead generation</li> </ul> <p>6.2 Design sales leads generation programmes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design programmes to generate sales leads according to the bank's business objectives, characteristics of target groups and available resources, etc.</li> <li>● Develop the objectives, target groups, budget and implementation details of each leads generating programme</li> <li>● Design leads generation process including demand generation; sales lead management; inquiry handling; documentary fulfillment; nurturing of prospects; identifying qualified sales; and sales closure by tracking results</li> </ul> <p>6.3 Develop supporting measures to facilitate sales leads generation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design customization tools to qualify and score leads based on the unique business requirements of different sales channels or product features</li> <li>● Develop support structures to ensure immediate follow-through actions are taken to address the business opportunities</li> <li>● Design mechanism to measure conversion rates, fluctuations in lead generation results and other relevant data</li> <li>● Design mechanism to monitor sales teams in designing, developing, and implementing their inquiry handling, response management and business-to-business sales leads management process</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of sales lead generation programmes and monitoring measures based on specialized knowledge and analysis on the bank's business objectives and characteristics of target groups, etc.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Cycle Management	
1. Title	Manage and coordinate the sales and promotional activities of different sales and service channels
2. Code	BRSRSM502A
3. Range	Liaise with different channels such as bank branches, internet banking, card centers and call centers when designing and implementing sales or promotion activities. This can apply to activities in different formats and for different target customer groups.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the characteristics of different sales and service channels</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the capacity and functionalities of different sales and services delivery channels in order to design sales or promotion activities</li> <li>● Evaluate the strengths and limitations of different sales and service delivery channels in launching different sales related programs and choose the channels which can match with the products/services to be promoted</li> </ul> <p>6.2 Set annual sales targets for each channel</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the financial behaviors and needs of bank customers, including the utilization record of different channels, segmentation data, demographics, survey research and modeling etc.</li> <li>● Analyze the sales plans of the bank and assign appropriate responsibilities and goals to different sales and service delivery channels in accordance to their characteristics and nature of different products and services</li> <li>● Develop business and performance targets of different sales and service channels in order to maximize the sales performance of different channels</li> </ul> <p>6.3 Design sales and promotion activities for different channels</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assist the design and implementation of new channel programs and product introduction programs</li> <li>● Formulate plan to strengthen targeted marketing strategies and deepen customers and prospect relationships based on the financial behavior of customers</li> <li>● Liaise and determine levels of support required by different channels in each of the sales and promotion activities</li> </ul> <p>6.4 Identify and allocate resources required by sales teams in different channels</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Allocate training, sales promotion related materials and marketing funds to sales and service teams of different channels</li> <li>● Provide data to help identify sales barriers and specific problem areas, and help in correcting these problems</li> </ul> <p>6.5 Design specialized tools to evaluate sales effectiveness of different channels</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct performance assessment for individual sales and service channel to identify their strengths, weaknesses, strategies for improvement, and to provide other recommendations</li> <li>● Provide tools and techniques necessary for sales and service channels to measure their performance and potential</li> </ul>
7. Assessment Criteria	The integral outcome requirements of this UoC are:

7. Assessment Criteria	7.1 The design of sales and promotional plans, which includes: annual sales targets, sales and promotional activities, resources allocation and evaluation tools for different sales and services channels. The design should be based on analysis on the characteristics and functions of different channels.
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Cycle Management**

1. Title	Develop measures to ensure the provision of quality customer services
2. Code	BRSRSM503A
3. Range	Develop standards and processes in serving customers throughout the entire selling processes from initial contact to transaction completion. This can apply to all staff with selling accountabilities regardless of positions, channels, responsible customer segments, products or services.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze requirements in customer services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze both the customer base of the bank and the market to identify the highest value customer segments and their characteristics so as to discern customer service required</li> <li>● Identify and compare requirements on customer services of different groups of customers</li> </ul> <p>6.2 Develop measures to ensure quality of customer services throughout the selling process</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish standards of customer service quality in different selling stage and scenarios</li> <li>● Design processes and service standards to ensure bank requisite customer service is delivered in proper manner</li> <li>● Develop customer service strategies based on targeted customers which can address customer needs and take full advantage of new business opportunities at the same time</li> <li>● Design service improvement programs for different sales channels which are essential for customer acquisition and retention</li> </ul> <p>6.3 Develop measures to evaluate service quality</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design assessment tools to review regularly how customers benefit from the services provided by the bank and how well the bank's service systems can address their needs</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 The design of quality assurance and evaluation measures on customer services to ensure the quality of services during the entire selling processes. The design should be based on the analysis on the characteristics of different customers segments and their requirements.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Cycle Management	
1. Title	Track and monitor sales activities
2. Code	BRSRSM504A
3. Range	Track and monitor sales activities in every step of the entire sales cycle by tracking and analyzing records which include but not limited to information of customers, products and transactions. This applies to the sales of products and services of any kind and of different volume
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze factors critical to sales performance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the sales cycle and outline information needed to be tracked for the purpose of facilitating sales activities</li> <li>● Master up-to-date knowledge of sales tracking in retail banking sector and apply the knowledge to evaluate the strengths and weaknesses of different methods</li> </ul> <p>6.2 Build tracking system to ensure critical information for monitoring sales activities are collected</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Build tracking systems that link between internal information and marketplace to provide insight into bank customers' purchasing behavior and preferences; hence to improve opportunities in increasing customer profitability and improving customer loyalty</li> <li>● Take part in setting up and manage multi-channel sales tracking systems which cover important information to facilitate sales activities</li> <li>● Design suitable methods to collect or capture relevant data in the sales cycle by using specialized knowledge in selling retail banking products</li> </ul> <p>6.3 Monitor sales activities and give immediate advice in selling</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Manage, track and analyze both special sales campaigns and ordinary sales figure of individual products</li> <li>● Provide advice as and when required when follow through the progress of a sale at each step of the cycle from lead to opportunity to final sale</li> <li>● Make ad hoc changes in sales modes and vehicles after analyzing the tracking data</li> <li>● Evaluate and fine tune the sales program or promotional activities by using strategic and up-to-date data collected from the tracking</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Building of tracking system which covers critical information about sales activities based on analysis on the information needs on facilitating sales activities.</p> <p>7.2 Monitoring of the sales activities and provide recommendations when necessary after analyzing data on sales performance.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Team Management**

1. Title	Set sales target for sales team or individual sales staff
2. Code	BRSRST501A
3. Range	Set cyclical sales targets for individual branch, product team or sales team. This applies to all business units responsible for different products and services and different customer segments.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze business strategies of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the business strategies of the bank for different products and services</li> <li>● Understand and interpret the implications of the sales forecast on sales activities and sales targets</li> <li>● Analyze and translate information from business plans to build a model framework of sales target setting</li> </ul> <p>6.2 Specify sales target for each team, individual or activity after interpreting the sales forecasts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set stretching and achievable sales targets for the sales team based on the projection of business plans and sales forecast</li> <li>● Set realistic sales and sales related activity targets for sales staff in accordance to their individual experience and ability</li> <li>● Allocate account management responsibility so that individual member of the sales team looks after a particular account, product or geographic territory effectively</li> </ul> <p>6.3 Design different specialized monitoring methods to track progress to sales targets</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design mechanisms to record progress toward goals regularly</li> <li>● Reinforce sales targets at appropriate time interval and situations to keep sales staff motivated</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Set up of sales targets for sales teams or sales staff based on analysis of the bank's strategies and the capabilities of different staff, etc.</p> <p>7.2 Design different monitoring methods to track the performance of sales team or sales staff and provide suitable reinforcement at appropriate time.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Team Management**

1. Title	Perform sales coaching
2. Code	BRSRST502A
3. Range	Conduct sales coaching for front line sales staff who have direct contact with customers. This applies to staff selling different products and services at different targeted market segments
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Master knowledge and specialized skills in sales coaching Be able to:</p> <ul style="list-style-type: none"> <li>● Synthesize the responsibilities of strategist, coach, mentor and problem solver so as to play the roles effectively and gain respect and trust from the sales teams</li> <li>● Demonstrate expertise in selling concepts and best sales practices by evaluate the pros and cons of different selling approaches</li> </ul> <p>6.2 Diagnose sales performance based on evidence collected Be able to:</p> <ul style="list-style-type: none"> <li>● Use a structured approach to provide planning, reviewing, and feedback for both observed and unobserved performance of sales staff</li> <li>● Conduct thorough evaluation of sales effectiveness of the staff and identify improvement areas</li> </ul> <p>6.3 Develop different methods to enhance performance of sales staff Be able to:</p> <ul style="list-style-type: none"> <li>● Help sales staff develop an improvement strategy and plan clear activity goals and sales targets after analyzing the performance</li> <li>● Employ different methods to enhance sales performance of staff and implement customized performance improvement plans for them</li> <li>● Set up measurement and reviewing mechanism for the improvement plans established for individual sales staff</li> </ul> <p>6.4 Demonstrate care and support to motivate coachee to strive for better performance in sales Be able to:</p> <ul style="list-style-type: none"> <li>● Employ appropriate methods to help reduce stress and boost up self-confidence of the sales staff after analyzing the characteristics and styles of different coachees</li> <li>● Employ customized methods to inform, delegate, and motivate sales staff to achieve sales objectives</li> <li>● Provide constant encouragement and consequence to sustain and build upon the skills and knowledge learned by sales staff</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Demonstrate professional skills in coaching by employing appropriate methods after analyzing the characteristics and styles, etc. of different coachees.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Team Management**

1. Title	Evaluate sales performance
2. Code	BRSRST503A
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
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze factors affecting sales performance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate information about sales, customers, sales teams, and products for a complete view of the sales performance</li> <li>● Analyze pricing experiment in selected customer segments to determine if changes in pricing could impact sales volume and profit</li> <li>● Evaluate customer profitability, buying behavior, product mix, product and service delivery, and cross-selling and up-selling opportunities in order to analyze sales performance</li> </ul> <p>6.2 Monitor sales performance by selecting suitable monitoring methods in different situations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor product sales by geographic location, customer segment and seasonality</li> <li>● Plan account management activities to monitor sales effectiveness. These activities include:- Sales call reporting- Sales pipeline management- Performance measurement for sales team and individual sales staff</li> </ul> <p>6.3 Analyze sales performance data</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze sales expenses vs. revenue generated, forecast accuracy, and sales team profitability to determine sales effectiveness</li> <li>● Conduct accurate analysis to gain complete insight into different financial products and product lines' profitability</li> <li>● Use graphical analysis to quickly assess actual sales performance vs. targets and sales management forecasts</li> <li>● Associate sales data with financial, marketing and customer information to identify existing gaps in achieving sales effectiveness</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Team Management	
1. Title	Develop selling skills of sales force
2. Code	BRSRST504A
3. Range	Equip staff with necessary skills to perform sales activities. This applies to all sales staff who are selling different products and services at different targeted market segments.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate information related to sales training</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the different techniques in planning and conducting sales training and choose an appropriate method according to the situation</li> <li>● Evaluate different commonly used selling techniques and identify the pros and cons of each in accordance to the bank's unique business environment</li> <li>● Understand the features of different products and services of the bank to identify suitable selling approaches</li> <li>● Analyze the overall sales plan of the bank and sales targets for individual or team in order to determine the sales approaches and respective skill requirements</li> </ul> <p>6.2 Use a wide range of specialized methods to identify training needs of different teams</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate expected and actual achievement of the sales teams and channels by analyzing reports on sales target achievement of individual sales team member, and benchmark reports to identify improvement areas of different parties</li> <li>● Analyze report data to identify factors that contribute to under-performance so as to proactively develop performance improvement plans</li> </ul> <p>6.3 Select and design appropriate learning opportunities to customize to different contexts and audience</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Create a business-specific practice environment that can help sales staff to build product knowledge, face-to-face selling skills and account management skills</li> <li>● Direct sales staff to practice selling skills at training courses, sales team meetings and other team based learning sessions with coworkers hence to improve their confidence and effectiveness when dealing with customers</li> <li>● Provide appropriate learning solutions based on improvement needs and learning styles of individual staff</li> <li>● Measure the effectiveness of learning on improving behavior in selling and evaluate sales results of learners by tracking the sales results prior to the learning and measuring the post learning sales performance</li> <li>● Recognize and encourage specific behaviors of sales staff that correlate with their sales effectiveness</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Customer Relationship Development	
1. Title	Develop programs or activities to maintain and intensify customer relationship
2. Code	BRSRSR501A
3. Range	Develop different public relations or marketing programs for a specific business area at various market segments to promote customer loyalty
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate customer data for the purpose of designing customized activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate real time customer information for both marketing and service, along with detailed service center management operations reporting in order to design suitable programs</li> <li>● Analyze information about the customer' buying habits, utilization of banking services or demographics to accomplish targeted marketing</li> <li>● Evaluate the findings of targeted marketing analysis to market the right products to the right customers</li> </ul> <p>6.2 Develop different programs or activities to interact with customers based on the preference of different market segments</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish different communication channels to provide customers accesses to bank product or activity information and provide feedback</li> <li>● Develop and implement loyalty programs to engender and enhance customer loyalty</li> <li>● Design customer interaction processes in the service delivery flow to ensure individual relationship with customer is established</li> </ul> <p>6.3 Design measures on program evaluation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop evaluation metric and performance standards for the programs by utilizing specialized skills in performance measurement</li> <li>● Select suitable tracking and monitoring methods to evaluate the performance of the programs</li> <li>● Design mechanism in analyzing and reporting the evaluation on programs effectiveness which include bottom-line figures, customer perception, costs, participation rates etc.</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of programs or activities together with the evaluation mechanism on enhancing customer loyalty to the bank. The design of programs is based on the analysis on the target customers and expertise in designing loyalty programs or activities.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Customer Relationship Development	
1. Title	Design services for different customer accounts
2. Code	BRSRSR502A
3. Range	Design customer service plans for specific business area according to the types of products and services used and transaction pattern of the customer accounts.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze information related to the planning of account services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate data related to customers' needs in accounts services</li> <li>● Evaluate the features of products/services provided by the bank in order to design suitable services</li> <li>● Analyze the manpower resources available to carry out account services and how these affect the provision of account service</li> </ul> <p>6.2 Design account services for different customer segments</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Configure optimum service delivery platforms and service levels of individual account to meet customers' requirements</li> <li>● Design personalized service and customized solutions to assure customer satisfaction including:- Account servicing policy development- Account service delivery management - Account service process re-engineering</li> <li>● Design technology-based solutions to enable more cost effective account services</li> <li>● Analyses portfolio of customer accounts and develop services on financial planning and investment for them</li> </ul> <p>6.3 Allocate resources to ensure the smooth operation and adequacy of account service</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the objectives of different account services and available resources of the banks in order to prioritize the resources allocation</li> <li>● Design and implement an account management system that dedicated bank staff is assigned to serve different types of bank customers</li> <li>● Ensure allocation of adequate resources to facilitate the implementation of sound account management system</li> <li>● Lead dedicated teams of customer service representatives of various service delivery channels with a focus on building and maintaining excellent account service to bank customers</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Thorough design on account services which is able to satisfy the needs of customers from different market segments. The design of account services is tailored to the needs of different customer groups supported by a good resources planning.</p> <p>7.2 Allocation of resources to different account services according to the objectives, importance and resources needs of different systems.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Customer Relationship Development**

1. Title	Manage customer profile and sales record
2. Code	BRSRSR503A
3. Range	Manage customer information of the bank in specific business area or operation unit. This includes all information related to bank's existing customers such as personal information, transaction record and service reports etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify kinds of information needed by the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate different kinds of customer information and assess the use in bank's business and operations</li> <li>● Evaluate the up-to-date methods of information management to select a suitable approach for the bank</li> </ul> <p>6.2 Develop system and practices for recording customer and sales data</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop and implement systems to record sales activities from initial customer contact to successful close of a banking transaction</li> <li>● Build basic systems and practices of constructing customer profile and sales record to help analyze financial standings of customers; and translate data into customer needs</li> </ul> <p>6.3 Design report format including the content coverage and presentation pattern to cater to the informational needs of different parties</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Manage the maintenance of customer transaction record to facilitate forecasts and view anticipated revenue by a variety of date ranges. i.e. monthly, quarterly, annually</li> <li>● Design the template of customer transaction reports which allow sales teams of different channels to analyze opportunities by lead source, geographic location, bank account, and customer segment</li> <li>● Design the template of reports and presentation format of statistics to serve as input for customer relationship management plan</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of data management systems and report format which is able to report accurate and timely customer information. The design of the systems is based on an accurate understanding of the needs of different parties and allow an effective and efficient recording, storage and retrieving of customer information.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation	
1. Title	Identify business opportunities to maximize the sales of products and services
2. Code	BRSRSF601A
3. Range	Identify gaps in the supply and demand of different kinds of products and services offered by retail banks in the same market across various customer segments.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on factors which affect demand on retail banking products and services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify factors impacting future sales potential through analyzing different information such as past sales activities and carrying out research to find out incomplete information</li> <li>● Analyze the details of customer profile such as their needs and views on the products and services offered by the bank to understand the demands of different market segments</li> </ul> <p>6.2 Conduct advanced analysis on supply of different products and services</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on products and services provided by retail banks and other financial service providers in order to determine how well customer demands are satisfied</li> </ul> <p>6.3 Identify market potential in different segments by drawing implications from different analyses</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify opportunities and forecast the profit margins and sales potential of different products and services</li> <li>● Identify the most valuable products and services in different market segments</li> <li>● Compare different alternatives and suggest focus of effort to realize the potential of profitable market segments or products</li> </ul> <p>6.4 Assess bank's capabilities in realizing the opportunities and suggest improvement methods</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Outline capabilities required by individual business opportunity identified and evaluate performance of the bank in each of the areas</li> <li>● Set targets for improving the effectiveness of each sales and marketing approach for different market segments; divide the task into approachable chunks and apply sustained thinking and knowledge of best practice to close the gaps</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A list of suggested business opportunities with strong rationale and solid reasoning. The suggestion should contain sufficient information to assist strategy formulation and business planning. Moreover, the suggestions should be based on complex analysis on incomplete information such as market supply, customer demands, bank capabilities and comparison of different alternatives.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation**

1. Title	Formulate sales strategies and targets
2. Code	BRSRSF602A
3. Range	Formulate the bank's sales strategies and targets for different categories of products and services
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on business environment of retail banking sector</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on market environment, supply and demand, customer profiles, economic development, industry trends etc. to formulate suitable marketing approach</li> <li>● Consolidate findings of analyses in order to evaluate the business opportunities on the bank's products and services</li> </ul> <p>6.2 Formulate overall sales and marketing strategies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Devise sale strategies with consideration to the following factors:- Maximizing sales - Promoting customer loyalty- Meeting the needs of different customer groups - Influencing customer's decision</li> <li>● Generate strategic options for corporate sales strategies and select the most appropriate one according to the bank's business and operations</li> <li>● Evaluate different strategic options against both internal business targets and external benchmarks</li> <li>● Define and analyze sales structure and processes of the bank in different markets for creating a sales strategies which can lead to higher efficiency and productivity</li> </ul> <p>6.3 Formulate sales targets for different markets / products</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Think strategically not only for the purpose of setting short and medium term sales targets but rather with a focus on long term business development goals</li> <li>● Clarify corporate objectives and set sales target in accordance to well tested forecasting mechanism</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of sales and marketing strategies of the bank with specific information on sales targets. The proposed strategies should demonstrate critical analysis of complex information and is based on evaluation of different alternatives.</p>
8. Remarks	

**> 8 . Sales and Relationship Management > Sales Team Management**

1. Title	Perform sales forecasting
2. Code	BRSRST601A
3. Range	Forecast annual sale 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	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Master expertise knowledge and technical research skills in sales forecast</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Master latest best practice of sales forecast and research methodologies and integrate the techniques with existing approach</li> <li>● Evaluate the principles and common methods in conducting sales forecast and select an appropriate approach</li> <li>● Analyze the situation and determine the most suitable approach for sales forecast analysis</li> </ul> <p>6.2 Analyze different factors and discern their influence on sales performance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct research on information from sales, customer and financial sources for a complete picture of sales performance</li> <li>● Perform different analyses to identify influence on sales performance, which include analyses on sales and margin performance by channel, trends in channel utilization, products/services features, customers characteristics and comparison of channel performance by customer segment</li> </ul> <p>6.3 Forecast the sales figures of different products and services by constructing a sales forecast model for the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop valid assumptions by scanning the market environment, availability of resources, product competitiveness and obstacles foreseen so that sales forecast can be projected accurately</li> <li>● Develop a formula for sales forecast to outline factors affecting sales volume and their respective weight by drawing conclusion from incomplete and inconsistent data</li> <li>● Make accurate sales forecast for individual channel by evaluating the effectiveness of various sales channels of the bank, gauging channel growth and comparing their performance</li> <li>● Monitor and act on individual opportunities to accurately forecast current and future period revenues</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Presentation of sales forecast analyses which provides useful data for planning sales and marketing activities. The forecast should contain analyses of information collected from different sources. Conclusion are drawn from incomplete and inconsistent information to provide solid rationale for explaining the projection of different figures.</p>
8. Remarks	

> 8 . Sales and Relationship Management > Customer Relationship Development	
1. Title	Develop Customer Relationship Management (CRM) systems
2. Code	BRSRSR601A
3. Range	Develop CRM systems to manage sales and relationship management activities of a specific business area. This applies to different kinds of CRM systems which cover information of every individual customer.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess specialized knowledge in CRM of retail banking</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Keep abreast of the latest development of CRM in service industries</li> <li>● Critically evaluate information which influences CRM strategies, such as:- Basic principles of CRM- Common approach and tools in CRM- CRM strategy of the bank - Sources to allocate customer data of the bank</li> </ul> <p>6.2 Identify user requirements in CRM systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Spot weaknesses and strengths in existing CRM practices so as to identify measures which can ensure that business opportunity is not missed or resources are not wasted on mismatched customers</li> <li>● Evaluate measures of customer service performance at the organizational, departmental and individual job levels thus to identify the actual requirements of the CRM systems</li> </ul> <p>6.3 Formulate roadmap of CRM strategies which cover different scenarios</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop a cohesive and compelling CRM road map by conducting research to find out the effectiveness and efficiencies of different alternatives and choosing the approach which is the most appropriate to the bank's context</li> <li>● Plan the deployment of CRM strategy to ensure it is in line with the road map developed</li> </ul> <p>6.4 Develop CRM systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze current and future customer requirements and apply them in designing the CRM systems</li> <li>● Evaluate different alternatives and select CRM software solutions that best fit the bank's requirements</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of CRM systems after analyzing requirements of customers and the bank. Evaluation of different alternatives should also be made based on results of research conducted in order to select the best fit solutions.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Financial Management	
1. Title	Carry out routine administration on the bank's financial database
2. Code	BRBDBF301A
3. Range	Record, maintain and update financial figures and other related information of the bank in the database according to stated guidelines.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Record and keep financial data according to the stated plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Enter timely and accurate financial data into the systems in compliance with the bank’s financial management policies and guidelines</li> <li>● Retain complete record and manage proper storage of documentation</li> <li>● Ensure the accuracy and timeliness of data in the record</li> </ul> <p>6.2 Generate reports from the database according to different requests</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide accurate and timely financial data to management by generating reports from the database system and customize the reports according to the requests</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Upkeeping of reliable financial data to management through smooth operation of the system. The data should be timely and accurate and cover all information requested by the management.</p> <p>7.2 Extract information from the database to generate reports regularly which can fulfill the general needs of different parties on reviewing the financial position of the bank as well as customize the reports according to the requests.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Financial Management

1. Title	Perform book keeping
2. Code	BRBDBF302A
3. Range	Carry out book keeping functions. This applies to all data required to perform different accounting procedures.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Post transaction data into appropriate ledger according to accounting procedures</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Book keep 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</li> <li>● Balance all transactions incurred within the fiscal month of the accounting period and process and update the financial statements for managerial review according to the bank's guidelines</li> </ul> <p>6.2 Ensure reliability and integrity of accounting records</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure that all transactions / charges to a cost object are appropriate and that the correct general ledger account is used</li> <li>● Correct all erroneous transactions found during the verification process</li> <li>● Verify that the figures listed on the financial reports have already represented all transactions posted to the cost object during the accounting period</li> </ul> <p>6.3 Keep relevant documents properly according to bank's guidelines</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● 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 and external regulations</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Book keeping of accounting information. The data entry should be accurate and reliable; in accordance with the accounting procedures.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Resources Management**

1. Title	Arrange repair and replacement of equipment, furniture and fixtures for their maintenance
2. Code	BRBDBR301A
3. Range	Ensure equipment, furniture, fixtures and physical assets of the bank are in good and usable conditions and arrange for repair or replacement when necessary.
4. Level	3
5. Credit	3
6. Competency	<p>Performance Requirement</p> <p>6.1 Inspect physical assets regularly</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Inspect and check the functionality of the equipment, furniture and fixtures on a regular basis according to the specifications / checklists provided by the bank</li> <li>● Ensure equipment, furniture and fixtures are in satisfactory operating condition by conducting inspection when receiving complaints or reports from other parties</li> </ul> <p>6.2 Arrange for repair and maintenance of physical assets</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Carry out simple repair work for equipments, furniture and fixtures according to instructions when necessary</li> <li>● Identify situation when vendors' support should be called upon and make arrangements for repair when necessary</li> </ul> <p>6.3 Place request for the purchase of office equipments to replace the non-repairable physical assets</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Make judgment about whether the equipment can be repaired and evaluate the cost effectiveness of repair / purchase before recommending action</li> <li>● Notify purchasing officer / department to replace non repairable office equipment, furniture and fixtures when necessary</li> <li>● Provide information to purchasing officer / department to facilitate the sourcing and selection of office equipment, furniture and fixtures for replacement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Arrangement of repair or replacement for equipment, furniture and fixtures at suitable time and act according to the stated guidelines / instructions of the bank.</p> <p>7.2 Decision on the follow-up actions (e.g. repair, purchase) after judging the conditions of the equipment, furniture or fixtures, etc.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Resources Management**

1. Title	Assist in the delivery of fringe benefit scheme and other related services
2. Code	BRBDBR302A
3. Range	Facilitate 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Provide support in delivering benefits scheme</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide support to Human Resources Department to deliver fringe benefit to bank staff by completing the administrative duties (e.g. applications forms, booking, cross-checking etc.) and following stated procedures</li> <li>● Collect and maintain receipts for approving reimbursement , such as those expenses on business travel (e.g. air and hotel programs, health and safety, etc.) for the bank effectively according to stated procedures</li> </ul> <p>6.2 Oversee the timely delivery of benefits scheme</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure timely delivery of benefit services (e.g. residences, medical scheme) and report to relevant parties if there is any hiccup during the delivery</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Assistance in the delivery of fringe benefits to ensure a timely delivery and report any hiccup to relevant parties.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Human Resources Management**

1. Title	Perform manpower planning
2. Code	BRBDBH401A
3. Range	Perform manpower planning for an individual department according to the strategies of the bank in the foreseeable future period of time. This includes manpower for different business and operations and should cover employees of different ranks.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Plan manpower needs for the foreseeable future                      Be able to:</p> <ul style="list-style-type: none"> <li>● Collect relevant data and compile a report to facilitate the planning of manpower needs of the department in order to support the bank’s development strategies and business needs</li> </ul> <p>6.2 Prepare for the recruitment of additional headcount with justification when necessary                      Be able to:</p> <ul style="list-style-type: none"> <li>● Present justified evidence and budget for additional or unbudgeted headcount needs</li> <li>● Work with recruitment officer / team and to develop recruitment guidelines and criteria for individual jobs or positions so as to facilitate proper selection</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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 .</p> <p>7.2 A report or proposal for the acquisition of additional headcount with sound justification and detailed selection criteria which can fulfill the general guidelines of the bank</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Define the job role of each position and conduct job evaluation
2. Code	BRBDBH402A
3. Range	Specify the requirements and worth of each job. This applies to job of different ranks, positions and departments.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Possess knowledge in job analysis and job evaluation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the approaches in conducting job analysis and job evaluation so as to carry out the tasks independently</li> </ul> <p>6.2 Conduct job analysis to specify tasks performed and competencies required by different jobs / positions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Define core and functional competencies that are required for respective jobs and positions in the bank</li> <li>● Conduct task analysis in different business and operations units and determine what tasks should be accomplished by whom and identify the core and functional competencies required</li> </ul> <p>6.3 Prepare job descriptions for different jobs / positions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare job descriptions with specific requirements on knowledge, skills, working experience and academic / professional / technical qualifications for every job or position and review the worth of maintaining a position on regular basis</li> <li>● Seek consensus of line managers on job descriptions of their functional areas; then adjust and finalize the job descriptions</li> </ul> <p>6.4 Evaluate the worth of the job in the market</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct job evaluation to calculate the worth of different skills required by a job or position</li> <li>● Classify and arrange jobs or positions with respect to their value or worth to the bank by considering either their ranking, classification, factor comparison or other suitable method</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of job descriptions for different positions. The descriptions should describe clearly the major job duties of different positions.</p> <p>7.2 Calculation of the value or worth of different jobs . The calculation should be based on job evaluation model adopted by the bank.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Identify suitable person to fill up job vacancy
2. Code	BRBDBH403A
3. Range	Process activities related to personnel recruitment or movement. This applies to recruitment or movement of different ranks and positions of employees.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand bank policy in personnel management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand bank policy in regards to personnel administration including recruiting, interviewing, testing, and selection procedures</li> <li>● Understand the job requirements, job specification and urgency of the vacancy for executing suitable processes</li> </ul> <p>6.2 Attract or source suitable candidates who can fulfill requirements of job vacancies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct recruitment according to the recruitment process and standards</li> <li>● Take steps to ensure that the recruitment advertisement is published at appropriate channels and time</li> <li>● Deal with external agencies (e.g. advertising firms, job search etc.) when needed to source and attract right candidates for meeting the manpower needs of the business</li> <li>● Administer and provide overall support to global trainee program if applicable</li> </ul> <p>6.3 Participate in the selection of suitable candidate for respective post</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure lawful identity of applicants</li> <li>● Conduct interviews in accordance with recruitment guidelines</li> <li>● Select suitable candidates who can fit the requirements stated on job descriptions in accordance with the bank’s recruitment policies and procedures</li> <li>● Complete all engagement formalities (e.g. reference check, offer letter) and conduct orientation for the new recruits on the first day of employment</li> </ul> <p>6.4 Handle personnel movement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Arrange replacement through internal transfer (e.g. movement between departments, secondment from subsidiaries / overseas) or promotion before pursuing external recruitment when appropriate</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Implement performance management system to help deliver strategic results
2. Code	BRBDBH404A
3. Range	Implement performance management system throughout the whole business area.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand performance management system of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Summarize the design of the performance management system of the bank which include the philosophy, measurement metric, assessment mechanism, process etc. in order to implement the system independently</li> <li>● Review the execution procedures of performance management system in order to ensure fair measurement on employees’ work performance</li> </ul> <p>6.2 Provide support at each stage of the performance management cycle</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide administration of performance management system to ensure effectiveness, compliance, and equity within the bank</li> <li>● Coordinate the process in performance management such as distributing assessment forms and guidelines, collecting assessment report and handling enquiries and complaints etc.</li> <li>● Collect and maintain record on performance assessment of all units</li> </ul> <p>6.3 Educate bank's employees on performance management system</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Introduce performance management system to the bank staff and ensure all of them can understand its philosophy and mechanism</li> <li>● Assist line management to understand the philosophy of the bank’s performance management system and provide assistance in enhancing their skills in conducting performance review (e.g. benchmarking of results across all levels and functions within the bank)</li> </ul> <p>6.4 Apply actions based on the results of performance appraisal</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Extend or terminate probationary period of the new recruits appropriately based on their performance and the bank's business requirements</li> <li>● Assist line managers to provide counseling / coaching to under-performing staff</li> <li>● Review assessment results and assist in aligning results with compensation</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of administrative and advisory support in performance management. The execution of administrative work should be in accordance to bank's procedures and time schedule to ensure a smooth completion of the performance management cycle.</p> <p>7.2 Provide education activities to different kinds of staff to ensure their understanding on the systems.</p> <p>7.3 Execution of different kinds of follow-up actions according to the results of performance assessment.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Human Resources Management**

1. Title	Handle administrative activities in compensation and benefits
2. Code	BRBDBH405A
3. Range	Provide administration support during the implementation of compensation and benefits policy.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Produce report on compensation and benefits</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Collect data on employee participation in benefits programs ranging from healthcare, insurance policy, pension plan to profit sharing or stock option plans if any</li> <li>● Consolidate payroll and personal data for each employee and update regularly</li> <li>● Produce report on compensation and benefits which can customized to the request of different parties</li> </ul> <p>6.2 Keep different parties updated about the latest development in compensation and benefits policies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Inform and update financial management unit of the bank with details of time and changes in compensation and benefits scheme and ensure relevant staff keep confidentiality of salary information and personal data of employees</li> <li>● Communicate with employees if there is any change in the compensation and benefits policy</li> </ul> <p>6.3 Source and coordinate with service providers of benefit scheme</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct periodic negotiations of insurance contracts for life, health, dental, employee compensation, disability insurances, and employee assistance program to ensure the quality of benefits programmes</li> <li>● Reflect employee's feedback to vendors to bring better services and benefits to employees</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Report on data related to compensation and benefits which can fulfill the request of different parties.</p> <p>7.2 Carrying out actions to communication changes in the compensation and benefits policies to different staff.</p> <p>7.3 Carrying out suitable actions to ensure the quality of vendors of the benefits programmes</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Provide learning activities to support the development of the bank
2. Code	BRBDBH406A
3. Range	Provide different kinds of learning activities (through in-house or external institutions). This applies to learning activities for employees of different ranks, job families and positions.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand the objectives of different learning activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the training needs and outcomes to be achieved for each learning activity in order to select suitable learning activities</li> <li>● Review existing programmes in the market and in-house training programme to see whether they can achieve the objectives</li> </ul> <p>6.2 Provide learning activities (both internal and external) to train staff for business needs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare requests for proposals, interview and select external consultants; negotiate contracts, manage workflow, set expectations and priorities as well as monitor outcomes</li> <li>● Ensure that in-house training (including e-learning) activities are planned to meet current and future business and employee needs</li> <li>● Prepare course handouts or other learning materials to facilitate training delivery</li> <li>● Provide a comfortable and convenient learning environment for training classes and necessary facilities to facilitate the delivery</li> </ul> <p>6.3 Arrange staff to attend different learning activities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Structure annual training plans to ensure training activities will not disrupt the daily operations of the bank</li> <li>● Arrange employees to join suitable in-house training or approve their attendance to external programs for career development</li> <li>● Provide guidelines and administrative support on application of examination or course fee claims if appropriate</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Improve employee engagement
2. Code	BRBDBH407A
3. Range	Develop initiatives to engage employees. This applies to different kinds of initiatives targeted to employees of different ranks, job families and positions.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Manage employee relations to create a harmonious working environment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Strike a balance between the interests of employees and the bank when implementing new policies</li> <li>● Represent the bank to deal with employee affairs when appropriate</li> <li>● Advise management in appropriate resolution of employee relations issues</li> <li>● Review grievance case and collect relevant information for investigation, provide fair hearing or suggest constructive actions for resolving the situation</li> <li>● Keep accurate record of employee disputes and grievances</li> </ul> <p>6.2 Provide different channels to facilitate communication between banks and different staff</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Carry out staff consultation (e.g. employee survey) and communication channels for cultivating an open and friendly culture for communication within the bank; also make sure HR information is easily accessible and staff members are well informed of new development</li> <li>● Conduct exit interview for obtaining honest feedback from terminated employees so as to identify specific issues or possible problem areas causing employee turnover in the bank</li> </ul> <p>6.3 Cultivate employee's loyalty to the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Organize employee relations programs and activities to foster harmonious and healthy relationship within the bank (e.g. caring programs, employee relations programs, annual dinner)</li> <li>● Arrange recognition and reward to employees for their contribution to corporate success</li> <li>● Provide different facilities to cater for various staff needs (e.g. flexible working hours, gym facilities) after collecting and reviewing their opinions</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Handling of issues related to employee relations so as to prevent grievances and nurture a harmonious relationship with employees.</p> <p>7.2 Provision of different communication programmes to allow employees voicing out their opinions for management's consideration.</p> <p>7.3 Provision of different programmes to build loyalty to the bank.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Human Resources Management**

1. Title	Execute disciplinary actions
2. Code	BRBDBH408A
3. Range	Execute disciplinary actions. This refers to disciplinary actions of different kinds which applies to employees of different ranks, job families and positions.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Understand policy on staff discipline</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand different kinds of professional guidelines / codes of conduct in order to execute appropriate disciplinary action independently</li> </ul> <p>6.2 Implement disciplinary actions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consider suitable penalties such as verbal warning, monetary penalty, demotion, compulsory retirement or dismissal depending on the seriousness of the misconduct</li> <li>● Ensure disciplinary actions are taken into effect when employees fail to observe the regulations and official instructions of the bank or misconduct themselves in any manner</li> <li>● Execute informal disciplinary action for minor and isolated cases of misconduct such as lateness for duty by giving verbal / written warning</li> <li>● Keep responsible managers informed of the planning and progress of the disciplinary actions</li> </ul> <p>6.3 Follow cases of disciplinary action to help involved employee to get improvement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Document disciplinary actions taken and update employee’s personal record</li> <li>● Oversee the progress of coaching / counseling provided to the misbehaved employee or provide advise to the responsible managers if appropriate</li> <li>● Review the situation after coaching / counseling or give advice to the responsible managers for follow-up actions if appropriate</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Execution of appropriate disciplinary actions according to the seriousness of the misconduct.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Corporate Responsibility (CR) Fulfillment**

1. Title	Educate internal and external stakeholders on CR
2. Code	BRBDBC401A
3. Range	Educate different stakeholders on CR by different learning or promotional activities
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Promote CR activities to employees and general public                      Be able to:</p> <ul style="list-style-type: none"> <li>● Use appropriate tactics to communicate with stakeholders like employees, shareholders and so on to promote corporate image in CR fulfillment through writing of comprehensive reports</li> </ul> <p>6.2 Engage employees to participate in the CR activities                      Be able to:</p> <ul style="list-style-type: none"> <li>● Use suitable tactics to encourage relevant employees to receive formal training and/or achieve qualifications in their professional area</li> <li>● Provide suitable CR related training and orientation to different employees so as to solicit their support to CR programs</li> </ul> <p>6.3 Solicit mass support for the CR activities                      Be able to:</p> <ul style="list-style-type: none"> <li>● 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</li> <li>● Launch, manage and monitor promotion programmes on CR activities covering staff and the wider community</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Employing different activities to encourage participation in CR campaign / activities organized by the bank by different stakeholders including employees, customers, suppliers and business partners.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Global Business Acumen**

1. Title	Determine approach in achieving the business strategies
2. Code	BRBDBG501A
3. Range	Determine approach in achieving the major business strategies at a regional scale. This includes business plans such as merger and acquisition, entry into a new market, development of new products etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the critical success factors of the strategy                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze critically the corporate strategies in order to outline critical success factors to achieve the targets</li> <li>● Analyze bank's capability and past business development to identify potential obstacles and suggest solutions</li> </ul> <p>6.2 Identify actions necessary in achieving the strategy                      Be able to:</p> <ul style="list-style-type: none"> <li>● Identify actions required to achieve business strategies after analyzing the markets opportunities, competitors and bank's capabilities</li> <li>● Define and set clear direction for action items identified based on accurate judgment of the corporate strategies</li> </ul> <p>6.3 Select the most appropriate approach                      Be able to:</p> <ul style="list-style-type: none"> <li>● Identify possible approaches and anticipate the possible implications of the different approaches might have to other business and operational areas by understanding the interrelationship of different units across the bank</li> <li>● Anticipate the effectiveness and profitability of the approach with a view to enhance the reputation of the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Proposal on approach in achieving the business strategies of the bank. The proposal should include analysis of a comprehensive range of data and anticipation of their impacts.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Global Business Acumen**

1. Title	Develop business plan and action items for the identified business strategies
2. Code	BRBDBG502A
3. Range	Develop implementation details of a specific business plan. This applies to business plan of different kinds of business strategies.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze business strategies and identify factors that may affect the implementation                      Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the business strategies and the goals to be achieved in order to develop the business plan</li> </ul> <p>6.2 Establish clear objectives for the business plan                      Be able to:</p> <ul style="list-style-type: none"> <li>● Establish clear, long term business goals and set targets for the global Retail Banking business of the bank</li> <li>● Provide information about the resources needed in short term and long term; estimated return on investment; product sales forecast, progress milestones or market conditions; etc.</li> </ul> <p>6.3 Develop detailed action plan                      Be able to:</p> <ul style="list-style-type: none"> <li>● Develop an effective and comprehensive business plan for respective global business initiatives</li> <li>● Make business decisions and devise detailed business plan with facts, figures or predictions with solid ground</li> <li>● Structure detailed implementation schedules, accountabilities and resources planning to support the business development plan</li> <li>● Set milestones and measurement parameters for progress tracking</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 An implementation plan on business initiatives. The plan should clearly outline the objectives, resources required, actions to be taken, responsible parties and time schedule etc. The plan should be based on analysis on the strategies and other relevant information, etc.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Global Business Acumen	
1. Title	Monitor implementation of business plan to ensure achievement of desired results
2. Code	BRBDBG503A
3. Range	Monitor implementation of a specific business plan. This applies to initiatives of regional scales or larger.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop measurement metric to track and monitor the progress of business plan                      Be able to:</p> <ul style="list-style-type: none"> <li>● Liaise with different units and business partners to develop quality standards and measurements of business plan performance</li> </ul> <p>6.2 Monitor the implementation process                      Be able to:</p> <ul style="list-style-type: none"> <li>● Oversee the deployment of resources effectively to ensure delivery of the targeted business results</li> <li>● Oversee the development and execution of comprehensive marketing strategies, including sales and presentation materials, marketing communication, road shows, and industry conferences</li> <li>● Identify any critical delay or discrepancy to relevant parties in a prompt manner</li> </ul> <p>6.3 Develop measures to facilitate implementation process                      Be able to:</p> <ul style="list-style-type: none"> <li>● Drive decisions and actions that accelerate long term goal attainment and implement the approved business plan thoroughly</li> <li>● Assist project management teams in setting priorities on outstanding issues, coordinate and organize project-related tasks to fulfill the goals of strategic business initiatives</li> <li>● Administer and review legal contracts and act as contact point with Corporate Legal Counsels / Company Secretary regarding planned business strategies</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Monitoring implementation of business initiatives so that actions are executed according to the stated plan and schedule. Suitable actions are taken to facilitate the progress of the implementation plan.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Global Business Acumen**

1. Title	Evaluate achievement of business initiatives and improve their effectiveness
2. Code	BRBDBG504A
3. Range	Evaluate the effectiveness of a specific business initiative. This applies to large-scale initiatives at regional level.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the performance of business initiatives based on different analyses</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the results on different performance indicators and find reasons to explain the figures</li> <li>● Assess progress of the business plan implementation by checking against the milestones</li> <li>● Analyze tracking reports on business plan implementation to evaluate the process</li> <li>● Evaluate the achievement of business plan against the stated objectives</li> </ul> <p>6.2 Recommend improvements based on the analyses of outcomes achieved and changes in environment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify gaps in existing performance and explore the causes by observing market trends to identify the bank competitive advantages and disadvantages such as pricing, product/service quality etc.</li> <li>● Evaluate what the competitors do and fine-tune the bank’s business plans for sustaining competitiveness</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Evaluation of the business initiatives. The evaluation should include analysis on different performance indicators and explanation on how the outcome performance are affected by different factors.</p> <p>7.2 Recommendations on improvement areas. The recommendations should be based on analyses of evaluation results and review of market trends.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Design organizational structure
2. Code	BRBDBH501A
3. Range	Design organizational structure for the whole bank by specifying the departments / functional units and the reporting lines. The structure should cover the whole bank with operations in different geographical locations.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have specialized knowledge in organizational design</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify factors affecting design of organizational structure and evaluate each factor against the bank's situations</li> <li>● Evaluate the business of the banks to identify the most suitable organizational design</li> </ul> <p>6.2 Identify job families required by the bank based on analyses of its corporate strategies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult different (e.g. through interview with managers and employees) business and operations units to outline job families required by the bank and specify the structure and hierarchy among different job families</li> <li>● Compare different alternatives and determine a design of organizational structure which is the best fit with the business environment by endowing the bank with the required flexibility and nimbleness in making response</li> </ul> <p>6.3 Fit suitable job / position into the organizational structure</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Determine the number of levels for job families, appropriate job grades for each level and primary functions of each job position</li> <li>● Develop matrix of jobs across functions, units and accountabilities in accordance with the required tasks and forecasted business plans</li> <li>● Compare the matrix with information from both the bank's structure and the industry-wide market</li> <li>● Develop career ladder for all ranks of jobs for each business or operations units</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 An organizational structure which specifies the hierarchy among different units in the bank. The design should be able to cover different functions and business of the bank. Moreover, it should be based on analysis of related design parameters and comparison of different alternatives.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Human Resources Management**

1. Title	Devise compensation and benefits scheme in alignment with business needs
2. Code	BRBDBH502A
3. Range	Develop 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop policies on compensation and benefits</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop policies on compensation and benefits which can:-- 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 labor markets</li> </ul> <p>6.2 Decide the pay structure and compensation package for different posts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Decide pay structures with consideration of market trend and opinions of line management for different levels and categories of employees, based on the value or worth of the respective jobs or positions</li> <li>● Decide the mechanism in awarding performance bonus</li> <li>● Design benefits package for different ranks of employees in the bank</li> </ul> <p>6.3 Review compensation and benefit package on a regular basis</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop reviewing mechanism for merit raises and other pay increases, such as cost-of-living adjustments, bonuses, annual reviews, and promotion</li> <li>● Review salary for individual positions by comparing the market offers and the bank's remuneration scheme</li> <li>● Work out salary adjustments when appropriate by conducting thorough cost impact analysis</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of pay structures which cover salary, benefits, performance bonus etc. Analysis should be conducted so that the design should be able to reward individual fairly and provide enough motivation to employees.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Human Resources Management**

1. Title	Develop employees with a foresight by providing appropriate training to meet strategic business requirements
2. Code	BRBDBH503A
3. Range	Design training and development programmes. This applies to employees of different ranks, job families and positions.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate policies in training and development                      Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate policies on training and development to design training activities which can match with human resources development strategy and to support the growth of the bank</li> </ul> <p>6.2 Identify learning and development needs of different units                      Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct training needs analysis in different units to identify specific gaps in skills and knowledge</li> <li>● Collaborate with different units to identify skills and knowledge required to support bank's business strategies and initiatives</li> </ul> <p>6.3 Provision of training and learning opportunities to different employees                      Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure that talented employees are nurtured through providing consistent training support and work exposures, together with well defined career path within the bank</li> <li>● Train and advise line management in coaching / counseling, performance review, safety, and other areas of strategic competency enhancement on regular basis</li> <li>● Develop programmes on job rotations for career development in order to retain competent employees</li> </ul> <p>6.4 Build a learning culture in the bank                      Be able to:</p> <ul style="list-style-type: none"> <li>● 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</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of different kinds of learning activities. The activities should be based on the training and developmental needs of individual employees and corporate objectives.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Establish and maintain effective human resources information systems and polices
2. Code	BRBDBH504A
3. Range	Set 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop guidelines in operating human resources information systems</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop guidelines to ensure the deployment of a comprehensive human resources management system for effective (manpower) human resources planning and people development</li> <li>● Develop guidelines in documentation of personnel record according to needs in human resources management and regulatory requirement</li> </ul> <p>6.2 Build human resources information system</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze existing processes in human resources management and identify how the use of IT can streamline and speed up the whole processes</li> <li>● Design an effective system which is the best fit with the bank's operation by consulting different stakeholders</li> <li>● Coordinate with Information Technology unit and/or external system vendor to enhance the human resources information system's effectiveness</li> <li>● Develop a system which can reduce implementation time and eliminate all possible issues associated with server and mainframe applications in collaboration with Information Technology and/or external system vendor</li> <li>● Build in security measures in the system to ensure confidential data are handled with highest level of sensitivity and integrity</li> </ul> <p>6.3 Monitor operations of the system for ongoing improvement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review and audit periodically to ensure the accuracy of employee record including personal histories, bio-data, skills,CPT data and experiences to payroll records</li> <li>● Monitor and ensure system's security and performance level up to standard and carry out contingency plans for system breakdown when necessary</li> <li>● Identify improvement areas after analyzing the data obtained through monitoring</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Monitoring the operations and effectiveness of the system and suggest improvement measures after analyzing the results.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Financial Management**

1. Title	Prepare budget to support business development strategies
2. Code	BRBDBF501A
3. Range	Prepare budget for particular business initiatives. This applies to budget for major business development activities other than product development, sales and marketing.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the business initiative to estimate amount of capital investment required</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the business initiative to identify and estimate the value of all expenditure items</li> <li>● Protect bank from unnecessary risks by evaluating the expected return and the optimal amount of capital investment required</li> </ul> <p>6.2 Forecast the financial status of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Collaborate with different business and operations units in preparing proper financial forecast timely and accurately so as to master the overall financial status of the bank</li> <li>● Identify the time the bank will be strapped for cash according to compiled cash flow forecast and provide solutions to minimize the stress</li> </ul> <p>6.3 Prepare a budget plan for the business initiative</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prioritize expenses items and resources in accordance with their importance and risk levels</li> <li>● Prepare budget which can make the best use of cash or liquid resources and generating optimal profit</li> <li>● Identify possible areas of saving in the budget and work out action plans to specify how to conform with and achieve the revised budget</li> <li>● Identify a “feedback” mechanism on the actual expenditure vs. forecasts so as to improve the forecasting models</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A budget on a particular business initiative. The budget should be based on a thorough analysis of the business initiatives, return on investment and bank's financial forecast etc.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Financial Management**

1. Title	Manage inflow cash and collection mechanisms
2. Code	BRBDBF502A
3. Range	Manage cash movement with the bank's debtors. This applies to debts of different types and amounts.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop debt management policies of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design and implement debt management and credit management policy which can protect financial interest of the bank</li> <li>● Determine interest liability of debtors to compensate for the lost value of delayed payments when necessary</li> </ul> <p>6.2 Develop measures in managing cash movement of debtor accounts</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design the process in receiving deposit information, initiating fund transfers, and concentrating daily deposits made through multiple collection mechanisms into the bank's account</li> <li>● Design guidelines in providing information to verify deposits, transfers, and adjustment to reconcile debtor accounts</li> <li>● Design guidelines to provide debtors with appropriate information about the transaction either by invoice, letter or other means</li> </ul> <p>6.3 Design monitoring measures of collection processes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Increase effectiveness by developing monitoring measures on debtors' settlement of recurring payments to spot irregularity and take appropriate actions</li> <li>● Design debt management services in all income receiving departments to improve quality of the bank's financial management with effective debt collection</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of debts management policy and related measures which can minimize bad debts of the bank. The policy should cover a sound system on managing debtor's accounts and effective collection processes.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Financial Management**

1. Title	Manage outflow cash and disbursement mechanisms
2. Code	BRBDBF503A
3. Range	Manage the cash movement with bank's creditors. This also covers credit offered by different vendors.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop mechanism in payment to vendors of the banks</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Coordinate financial activities of different business and operations units in the bank for benefiting from economies of scale and make payments to suppliers / vendors of respective business or operations unit in a timely manner</li> <li>● Establish a mechanism to ensure receipt of payment authority prior to processing cash disbursement with proper supporting documents such as reimbursement form, travel expense form, accounts payable check request, vendor invoices, etc.</li> <li>● Develop guidelines in reviewing payment request, clarify with appropriate parties for unclear instructions of payment, refuse to certify and proceed the unqualified payment request, that incomplete or inappropriate documentation is supplied; proper advice on how to make corrections</li> </ul> <p>6.2 Monitor payment to creditors</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Take necessary steps to ensure that sufficient funds are available to satisfy the set payment schedule (e.g. revise payment schedule, etc.)</li> <li>● Monitor disbursements to suppliers and other payment recipients to prevent unauthorized payment by checking documentation support such as service contracts, payroll instructions and so on</li> <li>● Monitor the issue of paychecks, initiate electronic funds transfer or other appropriate means to settle outstanding accounts according to terms and conditions agreed</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of policy and related measures on payment to creditors. The development should be able to prevent unauthorized payment and ensure compliance to terms and conditions.</p> <p>7.2 Monitoring payment to creditors. The payment should be in accordance with the terms and conditions stated in contracts or agreements and prevent any unauthorized disbursement.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Financial Management**

1. Title	Manage cash flow of the bank
2. Code	BRBDBF504A
3. Range	Manage the cash movement of the bank and its individual units to ensure a smooth cash flow
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the financial situations to ensure sufficient cash flow</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate overall financial situation or risks of the bank to identify the needs in cash flow</li> <li>● Supervise daily financial activities of business and operations units to ensure the bank has sufficient cash flow to pay for the expenditure</li> </ul> <p>6.2 Monitor cash movement to ensure the bank has sufficient cash flow</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor depositary services and the cash position of the bank</li> <li>● Monitor cash movements by tracking daily cash receipts and payments</li> <li>● Implement necessary actions in order to control expenditures within the set budget</li> <li>● Liaise with external product / service suppliers for favored credit period when necessary to keep a smooth cash flow</li> </ul> <p>6.3 Deploy bank's cash assets to strive for maximum returns</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Minimize idle cash balances by obtaining accurate and timely information about expected transactions and disbursements</li> <li>● Eliminate idle cash balances by finding investment opportunities for interest payments or investing to generate a flow of funds into the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Management of cash flow to strike a proper balance between cash flow management and effective use of bank's capital in investments to maximize returns. The management should be based on evaluation on bank's financial situations and daily expenditure.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Financial Management**

1. Title	Prepare financial statements for the bank
2. Code	BRBDBF505A
3. Range	Prepare different types of financial statements for the bank. This applies to all information needed to be disclosed under the accounting standards adopted by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop accounting standards for the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish and update accounting policies and procedures according to regulatory requirements or changes in common practices in the profession</li> <li>● Maintain a consistent application of financial principles to ensure comparability of results from year to year</li> <li>● Establish an internal control system to ensure that the one who reviews the reconciliations is not the same individual who performs the verification and document the review</li> </ul> <p>6.2 Calculate and monitor the profit and loss of the business</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Utilize tools to monitor cost and revenue of individual business or operation units so as to collect accurate data for calculating the profit or loss of different businesses</li> <li>● Calculate and report on cost trend of individual business or operations unit and advise department heads on how to save cost when necessary</li> </ul> <p>6.3 Provide financial reports to suit the needs of different parties</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide analysis on financial reports to facilitate understanding of the management, especially on areas of irregularities</li> <li>● Explain how the figures in financial reports are arrived by outlying the formula, assumptions and rationale underlying the calculations</li> <li>● Monitor the production of financial reports and ensure fulfillment of regulatory requirements</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of different financial statements or reports to review financial status and fulfill regulatory requirements. The figures reported should be accurate, with definition, formula and assumptions of the calculation being stated clearly.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Resources Management**

1. Title	Develop plan in property management
2. Code	BRBDBR501A
3. Range	Plan on acquisition, disposal and allocation of the bank's real estate property. This applies to all kinds of premises and related facilities possessed or rented by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify the needs in physical workplace</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the business development plan of the bank to calculate physical working space needed</li> <li>● Review the existing usage of premises to identify room for improving cost-effectiveness</li> </ul> <p>6.2 Manage real estate property of the bank to support operations</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish appropriate allocation policy of building spaces and spot usage deficiencies</li> <li>● Allocate premises and facilities to support the present and future needs and development of the bank</li> <li>● Suggest property acquisition and/or disposal in accordance with research findings and value to the bank</li> <li>● Coordinate with Retail Banking Department to select the most suitable premises for branch networks</li> </ul> <p>6.3 Maximize the value of bank's real estate assets</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Improve deployment of real estate assets, reduce purchase and operation costs, extend life cycle of assets and increase their return on investment</li> <li>● Maximize real estate value to the bank and optimize its lifetime by site design, modification, maintenance and replacement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Resources Management	
1. Title	Design workplace and work processes which can comply to occupational safety and health standards
2. Code	BRBDBR502A
3. Range	Ensure that working premises and other physical assets in compliance with occupational safety and health standards. This applies to physical assets of different kinds such as premises, equipments, furniture and fixtures etc. which are owned or rented by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Have specialized knowledge in workplace ergonomics</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Apply proper knowledge of workplace ergonomics in order to design a safe, effective and efficient working environment for the bank</li> <li>● Evaluate the occupational safety and health standards of the region and identity the implications on workplace design and work process</li> </ul> <p>6.2 Provide a safe environment for customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design effective and safe work systems and processes to prevent risks from injuries, health hazards and discomfort associated with operations within the bank</li> <li>● Be aware of the corporate responsibility to protect the well-being of customers and the general public by ensuring that the physical environment of the bank is efficient, reliable, safe and legally compliant</li> </ul> <p>6.3 Provide a safe working environment for employees</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Eliminate disturbance upon people and workplace by monitoring aesthetical and/or mechanical refurbishment activities within the premises</li> <li>● Plan and manage work space based on factors such as safety and security, computer network accessibility, interior design to appropriate signage</li> <li>● Upgrade facilities to address emerging environmental health and safety standards, energy conservation / alternate energy means and evolving user change needs of the bank</li> <li>● Improve workplace ergonomics by coordinating with employee compensation insurance carrier and medical service providers</li> </ul> <p>6.4 Structure the work processes to prevent employees from unnecessary risks or health hazards</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Work with Human Resources Department to assess the work processes and identify high-risk areas</li> <li>● Correct ergonomic deficiencies by trouble-shooting issues such as tools being used, placement of materials, environmental concerns about noise and temperature, etc</li> <li>● Design job tools including furniture, lighting, temperature, communication system and multiple accessories that fit the physical and psychological requirements and capabilities of employees</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Design of a safe physical environment for employees and customers while complying with the occupational safety and health standards. The design should be based on analysis on the safety and health requirements of employees, customers requirements and efficiency of bank operations.</p> <p>7.2 Design of work processes which can protect the safety and health of employees. The design should be based on risk assessment of the work process and common practices in improving business process.</p>



> 9 . Strategic Business Development and General Management > Strategic Resources Management	
1. Title	Establish and sustain smooth supply chain of office equipment
2. Code	BRBDBR503A
3. Range	Monitor the supply of office equipment throughout the bank. This applies to physical assets of different kinds such as equipments, furniture and fixtures etc. which are owned or rented by the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Design measures on documents retention</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design rules and guidelines on keeping records about equipment and property including specifications, warranty information, service contracts, spare parts, purchase date, expected lifetime and others that might be of help to management or maintenance workers</li> <li>● Design guidelines on renewing warranty and guarantee documents</li> </ul> <p>6.2 Monitor the inventory level of assets</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Implement supply chain management system to manage inventory of equipment, tools and materials across different locations and identify needs for placing orders</li> <li>● Monitor the inventory of spare parts for equipment, tools and other materials and document storage places and identify needs for placing orders</li> <li>● Ensure data of both on-hand and in-transit inventory visible so as to balance demand on inventory supply, increase inventory certainty within supply chain and reduce inventory cycle time</li> <li>● Identify inventory rules that can be automated to enable smooth daily operation of banking services</li> <li>● Increase cost-effectiveness and inventory yield by minimizing excess inventory, warehouse charge and unnecessary order processing costs</li> </ul> <p>6.3 Monitor the logistics of resources delivery</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop delivery plan so as to optimize the movement of goods and materials throughout different business and operations units</li> <li>● Implement supply chain management system to support the movement of equipment, tools and materials across different locations</li> <li>● Source, select and appoint capable logistics vendors for ensuring secure, quick and flawless order processing</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of needs in placing orders by employing the most effective methods in monitoring inventory level.</p> <p>7.2 Managing the delivery or transition of goods by employing methods which can enhance the efficiency.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Corporate Responsibility (CR) Fulfillment	
1. Title	Develop CR strategies/ planning
2. Code	BRBDBC501A
3. Range	Develop the strategies and direction in corporate responsibility. This refers to different kinds of CR programmes which will be applied in a particular business area.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate the latest development and practices in CR</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Carry out strategic analysis on global and China CR issues and opportunities so as to make perceptive reports on the findings with recommendations</li> <li>● Have the expertise in advising decision making for maximizing profits which is not purely on financial factors but also on direct and indirect social and environmental consequences</li> <li>● Have the expertise on environmental and social performance management for banking and finance operation</li> <li>● Evaluate the readiness and willingness on CR activities of employees in different units</li> <li>● Acquire expertise on corporate governance, management systems, reporting and transparency</li> </ul> <p>6.2 Develop CR programs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop CR programmes which can extend beyond statutory obligation to comply with legislation and take additional steps to enhance the quality of life of employees, customers, local community and the world at large</li> <li>● Develop objectives of each CR programme and design measurement metric in calculate the ROI for selecting the most suitable activity</li> <li>● Develop sustainable business initiatives and show care on the interests of community by taking responsibility for the impact of the bank’s activities on customers, employees, shareholders, suppliers or vendors and the environment in all aspects in its operations</li> <li>● Manage and reduce risks of attracting uninvited attention from regulators, media and others at unethical business practices by encouraging implementation of CR in daily operation</li> </ul> <p>6.3 Cultivate a culture which emphasizes corporate responsibility</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop employees with good business citizenship by tracking, managing and reporting their compliance with appropriate CR standards, environmental management standard, and / or other social accountability international standard</li> <li>● Nurture a sustainable business culture to intensify the CR concept by giving direction, support and recommendation to business and operations units to integrate the CR programs into their operation</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Development of initiatives to promote CR in bank. The initiatives should be tailored to the different awareness and willingness level of employees.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Corporate Responsibility (CR) Fulfillment	
1. Title	Integrate CR initiatives into daily work
2. Code	BRBDBC502A
3. Range	Integrate CR initiatives to daily activities . This applies to different departments and units throughout the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Advice on implementing CR initiatives in different departments / units</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide direction, support and recommendation to different functions in local and/or overseas branches to develop their own CR plan and activities</li> <li>● Work with different business units and operations units such as Brand Development, Human Resources, Risk Management and so on to develop guidelines and practices for different functions in the bank to fulfill CR responsibilities</li> </ul> <p>6.2 Develop different CR campaigns with other departments / units</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the corporate strategies on CR and cooperate with different departments to discern how they can align with the strategies</li> <li>● Develop regional and local activities on CR which can match with the operations and available resources in the unit by working with different internal and external stakeholders of the bank</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Development of CR initiatives for an individual department or unit . The design should align with the CR strategies of the bank and operational needs of the unit or department.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Global Business Acumen	
1. Title	Anticipate global economic development
2. Code	BRBDBG601A
3. Range	Anticipate the economic development of different countries and regions.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Have expertise in conducting economic research</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate historical trend to identify critical characteristics underlying each stage of economic development</li> <li>● Develop new models in forecasting the future development of industries which are closely related to bank's businesses</li> <li>● Integrate different economic theories in order to evaluate the present phenomenon, future economic prospects, economic and monetary policies of different governments for identifying high risk areas and business opportunities</li> </ul> <p>6.2 Analyze current economic environment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze competitive or business environment from a broad perspective and anticipate trends and consequences in the absence of complete information</li> <li>● Analyze the market and economic environment critically by investigating industry trend, sales performance, competitive landscape, customer needs, SWOT, marketing activities and barriers to entry in the absence of complete information</li> <li>● Analyze relevant reports thoroughly before making decision</li> </ul> <p>6.3 Construct model to predict future economic development</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate research programmes to collect market intelligence through communicating with appropriate parties around the world</li> <li>● Analyze market trends in detailed that goes beyond local geographic boundary on a periodic or project basis</li> <li>● Identify factors critical to future development; construct a model which can fit the data and test the validity of the model</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 A detailed analysis on global economic development in the absence of complete information to specify the prospect of the world and key regions in the coming years. The analysis should cover different perspectives, data from different sources and estimations of different figures.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Global Business Acumen**

1. Title	Analyze profit potential of different markets / regions
2. Code	BRBDBG602A
3. Range	Estimate the profit of a particular market / region. This applies to any potential market for retail banking products and services.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Research on the economic development and customer characteristics of different markets / regions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the business and legal environment of a market by studying different economic indicators</li> <li>● Conduct research on the profit potential of the market in the absence of complete information on the political, economic, social and technological development</li> <li>● Analyze the demographic information of the market to study its market segments and customer characteristics</li> </ul> <p>6.2 Anticipate return on investment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Decide how certain features / functionality that are mostly desired by customers in the targeted market can be implemented and calculate the cost</li> <li>● Make assumption about the market environment, sales trends, customer behaviors and costs, etc. in the absence of complete information in order to forecast the sales results</li> <li>● Project the total costs of investment in the markets / regions by identifying all possible cost objects and predicting the pricing trends</li> <li>● Identify factor that might affect the sales revenue of different kinds of products and services</li> <li>● Design models to forecast and simulate sales results</li> <li>● Determine the best pricing model for every new products/services through testing out different sets of propositions and coming up with the model with highest return on investment</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Analysis on the profit potential of a market / region. The analysis should demonstrate clearly how the figures are arrived, the assumptions and factors that have been taken into consideration in the absence of complete information.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Strategic Human Resources Management	
1. Title	Establish strategic human resources management policies
2. Code	BRBDBH601A
3. Range	Establish policies to govern human resources management in the bank. This covers different areas of human resources management such as recruitment, training, compensation and benefits, employment ordinances etc.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on human resources management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Review and consolidate best practices in different areas of human resources management in order to design a suitable approach for the bank</li> <li>● Evaluate critically the culture, structure and needs of the bank when designing human resources policy in the absence of complete information</li> <li>● Acquire and develop knowledge of legal requirements (e.g. reporting regulations) which can affect human resources functions and ensure that policies, guidelines, procedures and reporting can fulfill compliance requirements</li> </ul> <p>6.2 Develop human resources management policies in different areas</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Facilitate efficient operation of the bank through effective management of human capital by establishing strategic human resources management policies, guidelines, procedures and systems</li> <li>● Involve business and operations units to develop strategic human resources management plans that provide a clear direction in human resources planning, recruitment , corporate performance management systems, organization development, corporate culture development, compensation strategy and training and development etc., for supporting the achievement of strategic business goals</li> <li>● Participate as a business partner in formulating strategic business goals and plans on issues such as organization changes, human resources requirements and other human resources related issues and contribute to the positive reputation and image of the bank</li> </ul> <p>6.3 Develop reviewing mechanism to keep the policies updated</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish inspection mechanisms to ensure that human resources policies, recruitment guidelines, employment opportunities, compensation, employee benefits and all employment activities are adhered to the most updated Employment Ordinance and other legal requirements</li> <li>● Review operation, structure, manpower allocation and other human resources issues with business and operations units on a regular basis to update the policies when necessary</li> </ul> <p>6.4 Develop strategies to communicate human resources policies throughout the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Formulate communication strategies such as employee handbook, meetings and activities etc. to communicate the bank’s human resources policies, guidelines and procedures</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Establishment of an overall strategies in human resources management of the bank. The strategies should cover different aspects in human resources management which is based on analysis on different relevant factors and comparison of different practices in the absence of complete information.</p>
8. Remarks	

**> 9 . Strategic Business Development and General Management > Strategic Financial Management**

1. Title	Establish a healthy framework of financial management
2. Code	BRBDBF601A
3. Range	Establish framework in financial management for different business areas throughout the bank. The framework should cover different operations which can have impact on financial status of the bank.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on financial management Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze factors which have impact on financial health of the bank in the absence of complete information</li> <li>● Compare different alternatives in financial management framework and choose the most appropriate approach according to the bank's context</li> <li>● Analyze relevant regulatory requirements and identify the implications on financial management</li> </ul> <p>6.2 Design framework in financial management Be able to:</p> <ul style="list-style-type: none"> <li>● Set financial management policies, practices and procedures of operation (e.g. security policies and procedures manual, guidelines in book-keeping, cash receipt/payment, reimbursement, etc.) for the bank</li> <li>● Design financial management framework which can provide good internal control to safeguard the bank's assets</li> <li>● Build a reliable and secure financial management system with the aid of Information Technology unit to monitor the financial health of the bank</li> </ul> <p>6.3 Define authority and process in regulating fund movement Be able to:</p> <ul style="list-style-type: none"> <li>● Define clear and appropriate approval paths or authorization for different kinds of monetary transactions within the bank and take appropriate actions to ensure effective operation</li> <li>● Set up standardized inter-department fund transfer mechanism for the bank and facilitate intra-bank transfer of funds with descriptive data from one business or operations unit to another</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 9 . Strategic Business Development and General Management > Global Business Acumen	
1. Title	Formulate business strategies for the bank
2. Code	BRBDBG701A
3. Range	Formulate business strategies for the whole bank which will be applied to different geographical locations, functional units and departments etc.
4. Level	7
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Conduct research on the current situation and anticipate future development in global business</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct critical analysis and research on local and global economic development (especially China) to anticipate the business potential of different countries or regions in the absence of complete information</li> <li>● Evaluate the implications of political and regulatory environment on bank's business opportunities</li> </ul> <p>6.2 Identify business opportunities by anticipating profit potential in different areas</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify market potential for retail banking based on understanding of global and local economic development (especially China)</li> <li>● Explore in details the various possible business and investment opportunities by conducting different research and forecasts in order to select the most appropriate approach</li> <li>● Identify both the prospects and threats of the identified business opportunities to reach a sound business decision</li> <li>● Evaluate and refine recommendations on new global business initiatives based on proper interpretation of market intelligence from various sources</li> </ul> <p>6.3 Develop and adjust bank's strategies according to global development</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop measures to address present and future challenges in order to facilitate strategic global business development by demonstrating ability in complex thinking and analytical reasoning</li> <li>● Develop a vision on the strategic direction and cite supporting evidence from different sources in order to direct the whole organization</li> <li>● Develop innovative and original business strategies by analyzing the macro environment and predicting the long term development trends</li> <li>● Develop the vision, objectives and targets for each business strategy</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Innovative and original decision on which business opportunities the bank should pursue and the strategies in achieving them based on solid rationales and analysis on broad range of factors, such as anticipated return, prospects, threats and comparison with different alternatives etc. in the absence of complete information</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Drive for Achievement

1. Title	Achieve assigned task in team projects
2. Code	BROGOA401A
3. Range	Demonstrate aspiration to accomplish the assigned work. This applies to individual performance of employees with different roles and in different kinds of projects. It refers to context of preparing said action / operational plan independently after thorough investigation or providing support in complex tasks.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Drive for outstanding performance to meet or even exceed goals set</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate initiative in meeting changes and challenges</li> <li>● Press for outstanding performance and strive for a self-defined standard of excellence higher than requirements stated by the project team</li> <li>● Review the quality and strive for excellence for own job</li> <li>● Execute duties effectively and promptly so that can achieve the stated deadline while without sacrificing quality</li> </ul> <p>6.2 Remain resilient during difficult times</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Remain positive and overcome difficulties, resistance or setbacks while encountering hiccups during the projects</li> </ul> <p>6.3 Maintain high ethical standard while pursuing personal achievement</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate high ethical standard in pursuing personal achievement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are under the context of preparing the said action / operational plan independently after thorough investigation:</p> <p>7.1 Completion of assigned task which can meet or even exceed the performance criteria while maintaining high level of quality and ethical standards.</p> <p>7.2 Maintain high ethical standard and resilience during ordinary business courses and difficult times.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Drive for Achievement	
1. Title	Improve coordination and team performance
2. Code	BROGOA402A
3. Range	Act as a productive team players by adopting an open-minded working style. This applies to teamwork in different kinds of team. It refers to context of preparing said action / operational plan independently after thorough investigation or providing support in complex tasks.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Be receptive to team member's opinions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Employ different communication strategies to seek for team members' comments and change work methods to achieve better results when necessary</li> <li>● Initiate open and two-way communication; accept ideas/opinions and feedback in a positive and constructive manner</li> </ul> <p>6.2 Offer assistance to team members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Communicate with different team members to understand their difficulties; share responsibilities when appropriate</li> <li>● Contribute your expertise by assisting co-workers to achieve quality performance and continuous improvement</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are under the context of preparing the said action / operational plan independently after thorough investigation:</p> <p>7.1 Improvement in team performance and coordination through using different communication strategies and offering different kinds of assistance.</p>
8. Remarks	

**> 10 . Other Generic Functional Areas > Project / Program Management**

1. Title	Execute the actions according to the project/ program management plan
2. Code	BROGOP401A
3. Range	Implement the project / program plan. This applies to the execution of any tasks stated in the project / programme implementation plan.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Implement the project / program</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Execute action steps according to the guidelines given and carry out modifications to the original plan when encounter difficulties or unexpected situations; escalate the problems to higher level if the scope is beyond the assigned authority</li> <li>● Keep track of the execution process, identify any abnormalities and carry out suitable remedial actions when necessary to ensure meeting of the objectives, budget and timeline, etc.</li> </ul> <p>6.2 Communicate with relevant parties adequately throughout the process</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Keep updated about the progress of other team members and provide guidance and/or assistance to overcome problems that arise when necessary</li> <li>● Initiate regular internal meetings in order to keep related parties informed about the project/ program progress continuously</li> <li>● Ensure that proper communication is done with relevant external parties throughout the project/ program phase so that queries or barriers derived from misunderstanding are minimized</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Execution of different kinds of communications with different parties for understanding the progress and solving of problems.</p>
8. Remarks	

**> 10 . Other Generic Functional Areas > Project / Program Management**

1. Title	Report the results of project/ program
2. Code	BROGOP402A
3. Range	Report results on project / program evaluation. This applies to report in different kinds of format.
4. Level	4
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Collect data on project / program evaluation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Understand the objective of evaluation and profile of participants in order to employ appropriate methods to conduct evaluation and collect their feedback</li> <li>● Conduct thorough evaluation with key stakeholders and project/ program team members respectively to:-- Conclude the results achieved-- Obtain recommendations for improvement if similar project/ program is undertaken in the future -- Obtain suggestions on possible follow-up actions if any</li> </ul> <p>6.2 Manage the record on information about the project / program</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Integrate insights learnt from the project/ program for knowledge sharing</li> <li>● Collect all sorts of data and information about the project/ program and organize in a systematic manner for record</li> </ul> <p>6.3 Prepare report on project / program evaluation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Prepare and update reports about the progress or achievement of the project / program according to the informational needs of different stakeholders</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Collection of relevant data for project / program evaluation by using methods which are tailored to the purposes and participants.</p> <p>7.2 Management of data and report the results of project/program to related stakeholders in different formats. The presentation of the report should be tailored for the informational needs of different stakeholders.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Drive for Achievement	
1. Title	Supervise team members in accomplishing task assignments during the course of work
2. Code	BROGOA501A
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 as the problem solving approach to plan and design management functions including technical and / or supervisory ones.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Assign different team members to the right task</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Delegate tasks of different natures and scales to relevant team members in an relevant manner to generate a sense of ownership</li> <li>● Assign appropriate level of authority according to the roles and responsibilities of individual team members</li> <li>● Delegate work tasks to team members appropriately based on their ability, expertise and personal interest</li> <li>● Solicit feedback from team members about work assignment to preserve team spirit and create a cooperative climate</li> </ul> <p>6.2 Arrange work schedule to complete the tasks</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the urgency and importance of work and manage workload</li> <li>● Set appropriate priorities for team members</li> </ul> <p>6.3 Monitor the work of team members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Take suitable actions and monitor the implementation during the case of emergency</li> <li>● Monitor quality of work of subordinates and the team</li> <li>● Follow through tasks conscientiously to achieve quality results and meet the deadlines</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are under the context of routine operations where evidence-based conceptual skills are employed as the problem solving approach to plan and design management functions including technical and / or supervisory ones:</p> <p>7.1 Effective delegation and arrangement of work based on understanding in the ability and preference of different team members.</p> <p>7.2 Monitoring the work of subordinates and take suitable actions during the course to ensure achievement of quality results.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Drive for Achievement	
1. Title	Solve problems creatively to maximize efficiency
2. Code	BROGOA502A
3. Range	Solve problems encountered creatively. This apply to tasks in different kinds and scales of projects. The context is more related to routine operations where evidence-based conceptual skills are employed as the problem solving approach to plan and design management functions including technical and / or supervisory ones.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Demonstrate receptiveness to creative ideas</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Think beyond the bank's cultural boundaries and demonstrate willingness to take risks by trying new work method</li> <li>● Demonstrate willingness to attempt and apply new concepts and approaches</li> <li>● Keep interest in new ideas and be keen to make further explorations</li> </ul> <p>6.2 Propose new ideas to improve existing practice</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Identify new working methods when encounter problems after analyzing the causes of the problem</li> <li>● Investigate existing work methods, modify and improve work processes to enhance efficiency</li> <li>● Contribute solutions when there are changes in the projects</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are under the context of routine operations where evidence-based conceptual skills are employed as the problem solving approach to plan and design management functions including technical and / or supervisory ones:</p> <p>7.1 Proposal of new ideas to improve existing work practices. The suggestions should be based on analysis on existing problems and cost-effectiveness calculations.</p>
8. Remarks	

**> 10 . Other Generic Functional Areas > People Management and Talent Development**

1. Title	Manage work performance of subordinates
2. Code	BROGOT501A
3. Range	Manage 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Set clear objectives and plans in performance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish clear and measurable objectives to assess individual and team results which can be aligned with the performance targets of the department / unit</li> <li>● Guide employees to set up performance objectives and plans after considering the bank's strategies, their aspirations and competencies, etc.</li> </ul> <p>6.2 Provide guidance to others in work performance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the strengths and weaknesses of subordinates and guide them to achieve key operational metrics and business goals consistently</li> <li>● Guide new co-workers to reconcile their job expectations and required work performance</li> <li>● Coach and motivate others to achieve their performance goals</li> </ul> <p>6.3 Review and monitor the performance achievement of others</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate others' work performance regularly and provide constructive feedback for improvement</li> <li>● Motivate others to correct deficiencies and follow up improvement progress on a mutually agreed time frame</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 Monitoring of subordinate's performance by providing suitable guidance and motivation according to their abilities and job performance.</p>
8. Remarks	

**> 10 . Other Generic Functional Areas > People Management and Talent Development**

1. Title	Manage substandard performance of subordinates
2. Code	BROGOT502A
3. Range	Manage substandard performance of subordinates. This applies to performance management of employees of different ranks and job functions.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Provide coaching to substandard performers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Provide coaching / counseling to subordinates who cannot meet the basic requirements as stated by the bank or fail to observe the regulatory requirements</li> <li>● Observe the behaviors of subordinates, analyze their personalities and styles in order to adopt appropriate communication skills during coaching / counseling</li> <li>● Analyze the performance problems, identify the causes and formulate solutions</li> </ul> <p>6.2 Develop action plan on follow-up actions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Discuss with the subordinate about the follow-up actions according to the cause and solutions identified</li> <li>● Formulate plan on disciplinary actions with the help of Human Resources Department if no improvement of subordinate is observed</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Conducting coaching with subordinates. Appropriate coaching skills should be deployed in order to analyze the performance problems, causes, possible solutions and follow-up actions.</p> <p>7.2 Planning on follow-up actions to be taken according to the causes and solutions of the performance problems.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > People Management and Talent Development	
1. Title	Develop potential in subordinates
2. Code	BROGOT503A
3. Range	Provide 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify talent needs in the unit</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Develop comprehensive training and development plans for different the unit to ensure sufficient supply of talents with expertise in various functions, product lines / services and operations</li> <li>● Analyze the development of the unit and identify skills and knowledge which that need to be enhanced</li> </ul> <p>6.2 Identify training and developmental needs in subordinates</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Consult individual to identify training needs based on operational requirements and individual's competency level</li> <li>● Monitor the change in job requirements of positions under supervision and develop suitable training plan for the incumbents</li> </ul> <p>6.3 Provide training or other learning opportunities to subordinates</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Nominate and encourage subordinates to join suitable in-house training or external programs for skill enhancement and development</li> <li>● Develop and deliver on-the-job training to strengthen performance of subordinates</li> <li>● Develop job enrichment and other learning-by-doing opportunities to help subordinates to plan for their long-term career development</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of different kinds of learning opportunities to subordinates. The learning opportunities should be based on analysis on the needs of the departments / units and the developmental needs of the employees.</p>
8. Remarks	

**> 10 . Other Generic Functional Areas > People Management and Talent Development**

1. Title	Assist subordinates in achieving their career aspiration
2. Code	BROGOT504A
3. Range	Develop employee and help them ascend the career ladder. This applies to career development of employees of different ranks and job functions.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Explore the career aspirations of subordinates</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Observe and discuss with subordinates in order to understand their career aspirations and developmental needs</li> <li>● Formulate career development plan with subordinates to specify how they can utilize opportunities provided by the bank to realize their goals</li> </ul> <p>6.2 Facilitate employees to develop skills and knowledge required</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Advice employees to obtain appropriate academic / professional / technical qualifications which are pivotal to career advancement</li> <li>● Introduce available resources from the bank in supporting lifelong learning for career advancement</li> <li>● Plan for job rotations / movements together with subordinates for their own career development or operational needs</li> </ul> <p>6.3 Provide career advancement opportunities</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Nominate employees for promotion based on their consistent and outstanding work performance along with an objective assessment against potential and competencies required for a higher rank in a fair manner</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Provision of career development opportunities to subordinates. The opportunities should be based on the development needs of subordinates, the bank's resources and operations of the units.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Resources Management

1. Title	Plan for resources allocation
2. Code	BROGOR501A
3. Range	Develop the resources management plan of a particular business area. This applies to arrangement of different kinds of tangible and intangible resources for different business departments or units.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate resources required by the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Plan, deploy and review resources strategically to meet current and future needs of the business development</li> <li>● Identify various resource needs of different business units or departments and prioritize them; make recommendations and evaluate request for resources acquirement</li> </ul> <p>6.2 Allocate resources to different departments / business units</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Allocate resources according to the bank's strategies in order to achieve the bank's objectives and ensure optimal utilization</li> <li>● Review key policies and procedures strategically to attain cost effectiveness and sustainable development of the bank</li> <li>● Review policies and procedures regularly to maximize resources utilization</li> <li>● Conduct resources utilization forecast and variance analysis for efficient and effective deployment of the bank's resources which include financial resources, inventory, work skills, information technology, equipments / facilities, space and so on</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Resources allocation plan of different kinds of resources for different departments or units in a particular business area. The allocation should be aligned with the overall business targets of the bank, the roles of different departments and units, principles of cost-effectiveness etc.</p>
8. Remarks	

**> 10 . Other Generic Functional Areas > Resources Management**

1. Title	Expand existing resources pool
2. Code	BROGOR502A
3. Range	Expand existing resources pool by introducing new resources. This applies to different kinds of tangible and intangible resources.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Identify needs for additional resources</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate alternatives and/or substitute to explore whether it is possible to enhance the effectiveness of the unit</li> <li>● Evaluate the possibilities of re-prioritizing or streamlining tasks to judge whether the unit can meet the needs of urgent and important tasks by deploying existing resources</li> <li>● Analyze current and future requirements and resources allocation of different departments or units and identify what resources are required to enhance performance</li> </ul> <p>6.2 Explore and bring in additional resources</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Source for new resources and evaluate the return on investment to make decision on acquisition for new resources</li> <li>● Take responsibility and initiative to pull in new resources creatively in order to enhance performance of different operations and business units</li> <li>● Analyze new approaches of raising additional resources and encourage staff to bring in creative ideas</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Sourcing and deployment of new or additional resources based on analysis on resources requirements of different units and the return on investment of different alternatives.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Resources Management	
1. Title	Maximize utilization of different resources
2. Code	BROGOR503A
3. Range	Maximize usage of different resources to improve cost effectiveness. This applies to different kinds of tangible and intangible resources.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Evaluate current resources allocation</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Keep updated with the bank’s strategies and goals and review the priority in allocation of available resources for various departments, programs or projects</li> <li>● Evaluate the existing utilization rate and identify ways of cost saving through making effective use of allocated resources</li> <li>● Provide feedback on the work process to facilitate optimal utilization of allocated resources</li> </ul> <p>6.2 Adjust existing allocation plan to maximize utilization</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct cost-effectiveness analysis of different approaches when deciding redeployment of existing resources</li> <li>● Devise action plans on resources redeployment to ensure no operational procedures will be disrupted</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Redeployment of resources when necessary. The redeployment should be based on analysis of utilization rate and cost-effectiveness calculation amongst different alternatives of resources allocation.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Change Management

1. Title	Direct employees to transit from the current state to a desired future state strategically
2. Code	BROGOM501A
3. Range	Assist employees to adapt to the changes by instilling attitudinal, cognitive and behavioral change. This applies to every employee whose work is affected by the change.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Assess impacts on employees Be able to:</p> <ul style="list-style-type: none"> <li>● Estimate the potential impact of the change to employees’ work behaviors, work processes and technological requirement so as to provide related support or design relevant programs and/or training to them</li> </ul> <p>6.2 Gain support and commitment from employees Be able to:</p> <ul style="list-style-type: none"> <li>● Maintain and strengthen morale during the process of change</li> <li>● Assist employees to understand the need of particular change, such as new business process or new technology and corporate support towards the change through various communication channels</li> </ul> <p>6.3 Enable employees to adapt to changes Be able to:</p> <ul style="list-style-type: none"> <li>● Provide training, guidance and/or other means of assistance to help employees to attain the goals in change effectively</li> <li>● Assist employees to acquire and apply new skills at work through systematic and well-structured training and/or guidance</li> <li>● Provide guidelines or operation manual to employees to deal with the changes that require new work behaviors</li> <li>● Coach employees who have difficulties or refuse to realign with the change goals</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Managing transition by providing different measures to gain employee's support and lead to changes in behaviors. The measures should be designed according to the nature and degree of changes, reasons underlying employee's resistance and other related factors.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Change Management

1. Title	Redesign work process in response to changes
2. Code	BROGOM502A
3. Range	Update 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
6. Competency	<p>Performance Requirement</p> <p>6.1 Assess impacts on workflow                      Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the forces and scopes of change which affect individuals, groups, department(s), bank's business, operational functions and the bank as a whole</li> </ul> <p>6.2 Update the workflow to align with changes introduced                      Be able to:</p> <ul style="list-style-type: none"> <li>● Identify work process that must be changed in order to support the change initiative</li> <li>● Identify work processes that can be streamlined due to the introduction of changes and assess the impacts on employees and improvement on operational efficiency</li> <li>● Redesign the work flow, operating procedures and roles of different employees in order to support the implementation of changes</li> <li>● Coordinate with related parties to help affected parties to adapt to new work systems through standardization of work processes</li> </ul> <p>6.3 Develop measures to communicate changes in workflow to concerned parties                      Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure that information about the change, its goal, benefits and consequences are clearly presented to different levels of employees</li> <li>● Develop relevant training materials and organize training programs according to the needs and knowledge level of affected parties to ensure their understanding</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p> <p>7.2 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.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Change Management

1. Title	Manage changes in operations / systems that affect customers
2. Code	BROGOM503A
3. Range	Manage aspects of changes which affect bank's customers. This applies to every customer who is affected by the changes regardless of the customer segments.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Assess impacts on customers</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Research and estimate perceptions of different customers; identify reasons for resistance by analyzing the customer profiles</li> <li>● Analyze the changes to ensure that minimum disturbance is exerted on customers and least disruption of related internal work processes occurred when implementing operation / system changes</li> </ul> <p>6.2 Manage the change process to minimize customer dissatisfaction</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Monitor the implementation; identify the reactions and feedback of customers and carry out fine-tuning on execution when necessary</li> <li>● Provide recommendations to business units concerned and other relevant functions to ensure a smooth transition from the old system to new system in a timely, professional and cost effective manner</li> </ul> <p>6.3 Communicate the changes to customers and gain their acceptance</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Design communication packages together with relevant departments such as Corporate Communication, Marketing, etc.</li> <li>● Facilitate the rollout of change projects by notifying customers of the operational processes that will be used after implementation</li> <li>● Encourage customer acceptance of the change by explaining and demonstrating the benefits and advantages of the new system and process redesign</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Management of the change process to minimize customer dissatisfaction by analyzing the characteristics and perceptions of customers.</p> <p>7.2 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.</p>
8. Remarks	

**> 10 . Other Generic Functional Areas > Project / Program Management**

1. Title	Set up project/ program team and establish infrastructure
2. Code	BROGOP501A
3. Range	Establish project / program team to deal with specific initiatives related to bank's business development. This applies to projects / programs of different purposes and scales.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Define the purposes to set up the project / program</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate the goal for the project team in order to understand the criticality in setting up the team, the importance and roles of the team</li> <li>● Define the purposes of the project/ program by specifying its objectives, initiatives and its value to the bank</li> <li>● Liaise with relevant business and operations units to collect necessary information before project commencement so as to refine the project/ program objectives and coordinate corresponding events</li> <li>● Set project/ program objectives in a SMART approach: specific, measurable, achievable, realistic and time bounded</li> </ul> <p>6.2 Define the scope of the project / program</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set up project charter or program by defining the roles and responsibilities, outlining the objectives, identifying the main stakeholders and defining the authority of the project/ program leader etc.</li> <li>● Define project/ program scope and terms of reference, prepare working schedule and confirm reporting line with related stakeholders</li> </ul> <p>6.3 Establish project / program management framework</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Ensure that effective risk management is performed for the project/ program by conducting risk analysis, avoidance planning and contingency planning</li> <li>● Develop guidelines in escalating high risk and sensitive issues to the appropriate level and seek for relevant support to resolve them</li> <li>● Integrate data and information by categories and construct an overall project/program management plan</li> <li>● Establish sound infrastructure to ensure the constituent initiatives can be run successfully</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Setting up of project / programme team with clearly defined objectives, scopes and framework etc. according to the goal of the projects.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Project / Program Management	
1. Title	Develop implementation plan of the project/ program
2. Code	BROGOP502A
3. Range	Develop the implementation details of the project / program which include action steps, budget, timeframe, monitoring mechanism etc.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Formulate action items in order to achieve the project / program objectives</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Conduct micro and macro analysis on the project objectives, environment, team members, etc. in order to determine the approach in achieving the goal</li> <li>● Elaborate the approach, chunk it into different stages and develop the details of specific action items</li> <li>● Design and assign relevant level of authority, responsibilities as well as specific tasks to appropriate project/ program team members for effective and efficient execution</li> </ul> <p>6.2 Set up the resources plan</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the action items and outline the resources requirements</li> <li>● Optimize the allocation and integration of available resources (e.g. funds, people, materials and so on) for completing the project/ program within pre-defined scope, quality, time and cost constraints</li> <li>● Establish a monitoring system to follow through so as to guarantee readiness of required resources according to specifications, cost and timing agreed on project plan</li> </ul> <p>6.3 Set up the monitoring framework</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish project/ program management plan including roles, tools, techniques, methods, performance measures and procedure in order to facilitate execution of the action items</li> <li>● Identify possible hindrance when carrying out the action items and develop a control mechanism to ensure that the project/ program is delivered within pre-defined constraints such as scope, quality, time and cost</li> <li>● Establish appropriate metrics to follow key project indicators and measure effectiveness and efficiency of task execution</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Formulation of approach outlining action items to carried out based on analysis on project objectives, environment and team members, etc.</p> <p>7.2 Formulation of resources plan to outline the allocation of resources after analyzing the requirement needs and cost constraints, etc.</p> <p>7.3 Formulation of monitoring plan to ensure smooth execution and delivery of the project / program. The plan should be tailored to the action items developed.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Project / Program Management	
1. Title	Monitor project/ program implementation progress
2. Code	BROGOP503A
3. Range	Monitor the entire process of the project / program implementation
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze the implementation plan Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the implementation plan and the pre-set control process in particular so as to employ suitable measures in monitoring</li> </ul> <p>6.2 Oversee the implementation details Be able to:</p> <ul style="list-style-type: none"> <li>● Keep the project/ program on-track, on-time and within budget by evaluating incremental results at different milestones and identify any lapse from the stated plan</li> <li>● Monitor all project/ program expenditure to detect wastage, corruption and fraud</li> </ul> <p>6.3 Formulate remedial measures Be able to:</p> <ul style="list-style-type: none"> <li>● Evaluate any lapse from the plan and investigate the root causes</li> <li>● Investigate the impacts of the lapses and carry out suitable measures to minimize the negative consequences</li> <li>● Propose corrective and preventive actions to prevent recurrence of the problems</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 Identification of lapses from implementation plan after analyzing information regarding the implementation process.</p> <p>7.2 Formulation of remedial measures or prevent measures based on the analysis on the impacts and causes of the lapses.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Drive for Achievement

1. Title	Build alignment among different team members to work towards a unified goal
2. Code	BROGOA601A
3. Range	Align team members to work on the same goal in the context of managing individual / cross-functional teams when carrying out projects of different natures and scales. The context is more related to a broad range of situations and professional work activities in the absence of complete or consistent data / information where R&D skills with creative responses are employed as the problem solving approach to complex management situations.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Develop a common team goal</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Set goals which are aligned with corporate strategies</li> <li>● Develop team managing plans with reference to the needs, preference and personality of fellow team members</li> <li>● Cultivate shared understanding of the team goal among team members</li> </ul> <p>6.2 Communicate the goal to members in a tactful manner</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Articulate the vision, mission, values, directions, plans and strategies, etc.</li> <li>● Act as a role model by demonstrating proper attitudes and behaviors to drive the work team to achieve high level of performance</li> <li>● Set priority for goals and resources based on their importance and availability and communicate specifically with responsible team members</li> </ul> <p>6.3 Develop commitment to the goal among team members</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Make active attempts to influence team members to achieve goals effectively</li> <li>● Foster an environment and culture for change, actively lead and champion change initiatives in the work unit</li> <li>● Promote and recognize achievements of individuals and work teams by giving constructive feedback and incentives</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are under the context of a broad range of situations and professional work activities in the absence of complete or consistent data / information where R&amp;D skills with creative responses are employed as the problem solving approach to complex management situations:</p> <p>7.1 Achieving high degree of understanding and motivation among team members through employing a wide range of tactics (e.g. communications, change management, recognition, etc.) after analyzing the needs, preferred styles and personality of different employee</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Change Management

1. Title	Determine the strategies in change management
2. Code	BROGOM601A
3. Range	Design the overall change management strategies to support the bank's development. This applies to major changes in the business, operations or structures of the bank.
4. Level	6
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Analyze possible effects brought by the changes</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Assess the degree of resistance by conducting research on incomplete information such as size of the affected population, concerns of stakeholders, expertise in the bank, the dependency level on the bank, etc.</li> <li>● Analyze the nature of changes and the impacts on different operations for developing corresponding programs to help different levels of employees to carry out the new duties</li> </ul> <p>6.2 Define the change objectives clearly</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Establish the vision of the change; define change objectives and set clear targets</li> <li>● Design messages to communicate the change purpose to concerned stakeholders after analyzing the impacts of change and the perception of different recipients</li> </ul> <p>6.3 Develop the overall strategies in change management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze different change management approaches and establish a suitable strategies for managing changes in retail banking context</li> <li>● Identify people with proper skills and commitment to build a dedicated team for particular change so as to ensure consistency and effective implementation of change strategy</li> <li>● Estimate the resources required and evaluate whether the bank have enough resources to support the strategy</li> <li>● Develop high level action items with flexible priorities and alternatives</li> <li>● Develop mechanism in monitoring progress; reviewing and fine tuning</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <p>7.1 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.</p>
8. Remarks	

> 10 . Other Generic Functional Areas > Drive for Achievement

1. Title	Identify new opportunities on business development
2. Code	BROGOA701A
3. Range	Identify new opportunities with a holistic and visionary understanding of the industry and is always able to extend beyond current boundary. This applies to business decisions related to corporate development of a particular business area. The context should be in the absence of complete or consistent data / information and the ability relates to the laying down of development strategies and direction for the bank with a view to maintaining a pioneering and leading position in the industry in anticipation of unpredictable changes. In order to realize the vision, a "creative / innovative" manner refers to the capacity to respond to problems with originality including the use of innovative / brand new technologies, skills and / or operational strategies and processes are introduced.
4. Level	7
5. Credit	5
6. Competency	<p>Performance Requirement</p> <p>6.1 Look for business opportunity proactively</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Anticipate major trends and dynamics in the banking and financial services industry, so as to identify new business opportunities</li> <li>● Contribute innovative / original ideas for a new and significant business venture or initiative; research, define, optimize, and document the business concept, and translate thoughts into actions</li> </ul> <p>6.2 Develop a long term planning on corporate development</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Think broadly and multi-dimensionally on long term corporate development; put forward various alternatives that could contribute to the business success</li> </ul> <p>6.3 Ensure a responsible investment</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the business ideas thoroughly, anticipate the return and estimate the potential risks, assume accountability and risk for making the specific business decisions</li> <li>● Evaluate the whole course of actions and the impact to different stakeholders and the environment; develop solutions to minimize negative effects to any party</li> <li>● Evaluate different scenarios of the business venture in order to minimize mistakes / drawbacks on decision made by oneself or subordinates</li> </ul>
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are under the context of absence of complete or consistent data/information and with a view to maintaining a pioneering and leading position in the industry in anticipation of unpredictable change.</p> <p>7.1 Identification of innovative / original development opportunities based on in-depth and comprehensive analysis of factors affecting the bank's business and forecasts of the future trends and dynamics in the business environment. Assumptions in calculating the return and risks on investment, scenario planning and other analysis should be stated clearly.</p>
8. Remarks	