

**Specification of  
Competency Standards  
of the  
Insurance Industry  
(Insurance Brokers)  
in Hong Kong  
(1.1 Edition)**

**April 2014**

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## Chapter 1

### Introduction

#### Background of Insurance Industry

As a leading insurance centre in Asia, the insurance industry contributes significantly to the development of Hong Kong financial services. In 2013, the industry registered HK\$290.7 billion total gross premium.<sup>1</sup> In 2012, it ranked 6<sup>th</sup> and 21<sup>st</sup> in Asia and the world respectively.<sup>2</sup>

2. Hong Kong is “one of the most liberalized and saturated markets in Asia-Pacific region.”<sup>3</sup> It is one of the leaders in the world in terms of insurance penetration. The insurance density was US\$4,543.9 in 2012, ranking 2<sup>nd</sup> in Asia and 7<sup>th</sup> in the world. The respective insurance penetration was 12.4%, ranking 2<sup>nd</sup> in Asia and 4<sup>th</sup> worldwide.<sup>4</sup> The market is highly concentrated as insurers are competing on capital resources and reputation. Nonetheless, there yet exists the room for a fairly large number of small to medium-sized insurers to operate.

3. As at 31 December 2013, there were 155 authorized insurers, amongst which 92 were general insurers, 44 were long-term insurers and the remaining 19 were composite insurers, and 632 authorized insurance brokers.<sup>5</sup> Of these 155 insurers, 85 were incorporated in Hong Kong and the rest were incorporated overseas.

4. Insurers are offering a wide variety of products, with high levels of sophistication, to accommodate the diverse needs of customers. Products can be broadly classified into two major categories: *general* and *long-term* insurance products. General insurance products can be divided into the following: accident and health, motor vehicle, property damage, general liability, pecuniary loss, marine, professional liability and miscellaneous. In 2013, accident and health, general liability, property damage, and motor vehicle were the key revenue generators. Long-term insurance products comprise both investment-linked and protection type products. Protection type products range from whole life, term life, medical insurance to retirement scheme products. In long-term businesses, individual life products represent the primary premium driver (about 92% of the office premiums in 2013).

5. The Hong Kong insurance industry in terms of total gross premiums comprising both general and long-term insurance businesses together has enjoyed double digit annual growth rate since 2011. In 2013, total gross premiums of general insurance business amounted to HK\$42.1 billion and the total revenue premiums of long-term business recorded HK\$248.6 billion. Long-term insurance business started to take up a considerable market share since factories moved their operations to Mainland China in mid-1980s and the demand of marine and fire insurance products plunged.

6. The industry currently employs more than 90,000 people, comprising

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<sup>1</sup> Office of Commissioner of Insurance

<sup>2</sup> Swiss Re, Sigma No.3/2013 (update May 2013)

<sup>3</sup> Fung, Nyaw & Law, *Enriching Lives: A History of Insurance in Hong Kong, 1841-2010*

<sup>4</sup> Swiss Re, Sigma No.3/2013 (update May 2013)

<sup>5</sup> Office of the Commissioner of Insurance

approximately 20,000 people from authorized insurance and reinsurance companies, and more than 70,000 insurance intermediaries. Individual agents, as well as responsible officers/technical representatives of both insurers and brokers, represent the majority of the workforce. According to the OCI, as of 31 December 2013, there were 43,760 appointed insurance agents (2,464 insurance agencies and 41,296 individual agents) and 27,452 responsible officers/technical representatives. There were 632 authorized insurance brokers with 9,198 registered chief executives and technical representatives. The nurturing and upgrading of talents has always been a key development concern of the industry. The quest of enhancing the competencies of the workforce concurs with the objective of the Qualifications Framework (QF).

### **The Quest for Qualification Framework**

7. QF denotes a comprehensive network of learning pathways that enables seamless articulation amongst academic, vocational and continuing education, and defines clear standards of qualifications. Qualifications recognized under QF are outcome-based, i.e. benchmarks of skills, knowledge and other relevant attributes required to perform different jobs at different levels. The Specification of Competency Standards (SCS) for an industry is a set of core competencies for the identified work functions with specification on integrated outcome performance. The SCS is formulated by the industry itself via the participation in Industry Training Advisory Committees (ITAC), comprising representatives from employers, employees and relevant professional bodies, which in turn is supported by the Education Bureau (EDB).

8. The ITAC of the insurance industry plays a vital role in steering the development of QF. Owing to the enormous diversities in business nature of industry players, the Insurance ITAC agrees to focus the initial development efforts of QF on life and general streams, encompassing the following functional areas:

- Sales and distribution management
- Marketing
- Underwriting
- Claims
- Legal and compliance
- Policy service
- Operational support and services.

### **Analysis of Macro Environment by STEP Approach**

9. As one of the leaders in the world, the insurance industry faces inevitable challenges and threats on one hand, and is blessed by ample growth opportunities on the other. The success of the industry relies on a continuous supply of talented and competent players to uphold its competitiveness. A sustainable human resource development strategy is therefore crucial. Such strategy also underpins the development of SCS and relies on a comprehensive analysis of the dynamics of the operating environment. As such, a review of the macro environment of the industry using the STEP approach is adopted. STEP approach evaluates the operating environment from the social, technological, economic and political

perspectives. A comprehensive review from these four perspectives will inevitably cover a potentially long timeframe and a wide spectrum of factors. As the objective of the review is to guide the development direction of the qualifications framework, only crucial factors that are deemed to incur substantial impact on the human capital development of the industry are highlighted below.

#### ***(a) Social Perspectives***

10. Hong Kong has an ageing population. It is expected that in 2030, “one in every four Hong Kong residents will be 65 or above. By 2050, Hong Kong is forecasted by the World Health Organization to rank fifth in the world for cities with the largest percentage of older adults, i.e., 40% of the population in Hong Kong will be 65 or above.”<sup>6</sup> Ageing population can create a considerable financial burden to the government (which is currently incurring HK\$40 billion<sup>7</sup> annually to accommodate the needs of the elderly). The Food and Health Bureau is planning to introduce a voluntary Health Protection Scheme (HPS) to shift the potential overload in public health system to the private sector in 2015. Should the finalized version of HPS provide adequate incentives to encourage public at large to buy into medical insurance, the growth potential of this business area can be huge.

11. People in Hong Kong are becoming more concerned about their financial well-being upon retirement. Common sources of savings are generated from social securities, MPF and personal savings. People are generally aware of the need of retirement planning but may not have taken adequate actions.<sup>8</sup> Annuities and retirement schemes are therefore expected to have high growth potentials. Many insurance operators have ventured into retirement planning and the wealth management arena. Nonetheless, the financial crisis in 2008 revealed that the associated risks of investment-linked and derivative products were not well understood, both by customers and insurance intermediaries.

12. While customers are questioning the financial knowledge of insurance intermediaries in selling investment-linked products, their concerns over the professional ethics of the intermediaries also remain. Unethical selling, misrepresentations, poor services and liabilities repudiation are common areas of concerns. Coupled with rising customer expectations of insurance services and demand for operation transparency and disclosures, insurers are forced to uphold their professional standards at all times. To enhance the protection of policyholders in case of insurers’ insolvency, and to promote public confidence in the industry, the government is planning to establish the Policyholders’ Protection Fund (PPF) in 2015.

#### ***(b) Technological Perspectives***

13. Multi-channel distribution of insurance products, e.g. bancassurance, remains to be a key trend as the boundaries amongst various financial services are blurring. Customers are looking forward to one-stop shop services. Sales and distribution, as well as policy servicing, are commonly supported via call centre and internet technology. The next wave of technological advancement in insurance services will likely to happen in mobile

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<sup>6</sup> The Hong Kong Polytechnic University. <http://www.polyu.edu.hk/cpa/Excel@PolyU/2011/11/viewpoint.html>

<sup>7</sup> China Daily, HK (14 July 2011)

<sup>8</sup> The Sun (18 November 2011)

applications. Mobile technology is regarded as an important tool in sales and distribution, as well as claims adjustment.<sup>9</sup> Insurers will first need to ensure that their websites are “mobile-optimized” to facilitate customer services; the next step will be the development of mobile apps to support policyholders.

### *(c) Economic Perspectives*

14. While global economic outlook remains uncertain and volatile, insurers in Hong Kong are keen to believe that they will be able to benefit from substantial business opportunities, especially those from Mainland China. The Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA) was introduced in 2003. Under CEPA, concessions accorded to Hong Kong insurance industry include: allows Hong Kong insurers to form groups through re-grouping and strategic mergers to enter the Mainland market (subject to certain conditions); brokers to set up and operate wholly owned insurance agency companies in Guangdong Province (subject to certain conditions); and agency companies to set up wholly owned companies in Mainland to provide agency services to Mainland insurers. For individual Hong Kong residents, those with Chinese citizenship and have obtained the Mainland’s professional qualifications in actuarial science are free to practise in the Mainland; and those who have obtained the Mainland’s insurance qualifications and are employed by a Mainland insurer are allowed to engage in the relevant insurance business.

15. In July 2010, the Hong Kong Monetary Authority and the People’s Bank of China agreed to raise the limit on Hong Kong residents’ purchase of yuan-denominated wealth management products. The agreement opens up a new land of opportunities for insurers.

### *(d) Political Perspectives*

16. The Government of the HKSAR established the Office of the Commissioner of Insurance (OCI) in 1990 to regulate the industry. Insurers in Hong Kong are regulated by the Insurance Companies Ordinance and its subsidiary legislations concerning long term liabilities, solvency margin and valuation. The Ordinance also serves as a legal backbone for self-regulated insurance intermediaries, i.e., insurance agents and brokers. OCI introduced the Insurance Intermediaries Quality Assurance Scheme (IIQAS) to require all insurance intermediaries to pass an entry examination and to attend continuing professional development programmes thereafter.

17. With an aim to “align with international practice that financial regulators should be financially and operationally independent of the Government,”<sup>10</sup> the Financial Services and the Treasury Bureau is planning to replace this existing Office of the Commissioner of Insurance by an Independent Insurance Authority (IIA) in 2015. According to the Bureau, IIA will assume the role as “a prudential regulator of the insurance industry with a view to promoting the general stability of the insurance industry and protecting existing and potential policyholders.” The proposed functions of IIA include carrying out direct regulation on the

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<sup>9</sup> Insurance & Technology. Burger Kathy. *Anticipating the Future of Mobile in Insurance*.

<http://www.insurancetech.com/business-intelligence/anticipating-the-future-of-mobile-in-ins/240148585>

<sup>10</sup> Financial Services and the Treasury Bureau. *Key Legislative Proposals on the Establishment of an Independent Insurance Authority*. [http://www.fstb.gov.hk/fsb/ppr/consult/doc/iaakeylegislation\\_faq\\_e.pdf](http://www.fstb.gov.hk/fsb/ppr/consult/doc/iaakeylegislation_faq_e.pdf)

conduct of insurance intermediaries, and assisting the government to maintain the financial stability of Hong Kong by taking appropriate steps in relation to the insurance industry. While industry players are supportive to the establishment of IIA in principle, they are concerned about over-regulation, which can possibly limit growth and create cost burden on insurers.<sup>11</sup>

18. In addition to the establishment of IIA, insurance operations are bounded by different regulatory requirements that require insurers to exercise a high level of diligence and professionalism in their day-to-day operations. For instance, the Anti-Money Laundering and Counter-Terrorist Financing (Financial Institutions) Ordinance requires insurers to identify and categorize money laundering and terrorist financing risks at customer levels and apply respective measures. Personal Data (Privacy) Ordinance requires cautious handling of customer data in all aspects of insurance operations. The newly introduced Competition Ordinance will also require insurers to ensure that their operations are competition compliant so as to avoid potential cartel conduct, abuses of market power and other forms of anti-competitive conduct.

19. Insurance businesses root from the need to manage “risks.” Insurers are, on one hand, taking the risks for their customers, through the provision of professional products and services to manage customers’ risks and hedge against potential losses, and at the same time, managing their own risks, as a result of the risk taking activities that correlate with the macro-economic environment, market factors, and regulatory requirements. Enterprise risk management strategies, that encompass company-specific policies towards risk governance, risk identification, risk measurement, risk monitoring, and risk control and mitigation, are widely developed amongst insurers to sustain healthy operations and future growth. While insurers are proactively safeguarding their operations against various types of risks, e.g. market, liquidity, credit, and operation risks; regulators are also stepping up their measures to ensure insurers are maintaining adequate level of capital mobility to support the amount and types of risks being underwritten. The Office of the Commissioner of Insurance (OCI) is planning to move from existing rule-based capital regime towards the risk-based capital (RBC) regime, taking into account international standards and characteristics of the Hong Kong insurance market.

### **Utilizing SCS to Develop a Professional Insurance Workforce**

20. Industry players are keen to develop their workforce with the necessary skills and knowledge to succeed in their roles. Under the Insurance Intermediaries Quality Assurance Scheme (IIQAS), insurance intermediaries, responsible officers, chief executives and technical representatives are required to engage themselves regularly in IIQAS Continuous Professional Development (CPD) Programme to enhance their job-related skills and acquire latest industry knowledge in a bid to ensure that they are providing up-to-standard service to policyholders and potential policyholders.

21. It is no doubt that generic skills for enhancing personal effectiveness and efficiencies, leadership skills for building excellent teams, and management skills for advancing the development of the organizations are fundamental to the sustainable

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<sup>11</sup> Insurance Insight. Andrew Tjaardstra. *Hong Kong Federation of Insurers warns of over-regulation* (08 Feb 2013)

development of the sector. The STEP analysis in the above also revealed that, in order to cope with the upcoming challenges and tap into the market opportunities, there are a number of development areas in demand, namely investment-linked product knowledge, insurance-related legal and compliance knowledge, marketing, risk management, and crisis management.

22. To ensure that the workforce are equipped with the appropriate levels of skills and knowledge of the above identified areas and other relevant functional disciplines, industry players can leverage SCS to precisely define the training needs tailored to their operational contexts. The process is easy and straight-forward.

i) Identifying the tasks required to be completed by individual positions

Based on the job specifications that define the roles and responsibilities of individual positions, insurers can leverage the SCS to identify the tasks, as defined in the Unit of Competencies (UoCs), required to be completed by individuals at specific positions. As the corporate development strategies, positioning, products and organization structures of the insurers vary, it is not necessary to have the same set of tasks for positions holding the same titles.

ii) Creating competency profiles

With the tasks of each position identified, the next step will be creating competency profiles, which detail the competence and skills required to successfully complete the identified tasks. The competence requirements of the identified tasks have been clearly defined in the UoCs. Insurers will simply need to consolidate the competence requirements of the identified UoCs to create competence profiles of each position. To ensure that neither tasks nor competence are missing from the profiles, it will be helpful to solicit the help from current job incumbents and their supervisors to review the created profiles.

iii) Identifying the gaps in skills and competence

With the competency profiles on hand, insurers can make use of the profiles to develop their workforce. With the assessment criteria defined in the UoCs, insurers can evaluate the current performance of their employees against the prescribed standards, and thereby identify the gaps between expected and current performance. Training programmes can then be developed based on the identified gaps.

## **Conclusion**

23. In order to maintain its leading position in the global arena, the insurance industry will need to ensure that its workforce possesses a global perspective, and is highly skilled, knowledgeable, and professional. Only when these qualities are available, industry players will be able to constantly uphold their service qualities to stay ahead of competitions. That said, QF plays a pivotal role to guide the development of skills, professionalism and other important attributes, both systematically and holistically, of our practitioners in the industry.

## Chapter 2

### Qualifications Framework

#### Hong Kong Qualifications Framework

24. The Insurance ITAC was set up by the Education Bureau to facilitate the implementation of the Hong Kong Qualifications Framework (QF) in the industry. The proposed QF is a voluntary system. It is a seven-level hierarchy that provides benchmarks for determining the level of complexity and difficulty of individual competencies. It is also used to order and support qualifications of different natures and titles. The QF is underpinned by an independent quality assurance (QA) mechanism that would enhance recognition and acceptance of the qualifications in the industry, irrespective of the mode and source of learning.

25. The Insurance ITAC is responsible for the development of a task-based SCS for the core functional areas of the industry. The SCS, being comprised of Units of Competencies (UoCs), provides not only quantitative and qualitative specifications on the competencies required for specific tasks, but also the integrated outcome requirements as well as information on the QF level and credits.

26. The SCS is useful to vocational education and training providers in vocational curriculum design, and to HR personnel in staff development. It may also serve as a set of industry benchmarks for the recognition of exemplary performance and the award of qualifications. The SCS is the cornerstone for the enhancement of the industry's competitiveness and sustainability in the long run.

27. The QF aims to provide clear learning pathways for individuals to draw up their own roadmaps to obtain quality assured qualifications. Learners may either pursue a specific learning pathway to upgrade their skills in a particular area of specialisation in a gradual and orderly manner (vertical development), or progress through traversing learning pathways to become multi-skilled (horizontal development). Through the full-scale implementation of the QF, we will foster an environment and culture conducive to lifelong learning and continuing education in the industry. With the active participation of employers and employees as well as the wide acceptance of the industry, the QF will also encourage the development of quality training programmes by providers to meet the needs of the community and the industry.

## **QF Levels**

28. The QF is a seven-level hierarchy, of which level 1 is the lowest and level 7 the highest. The outcome requirements of each level are defined by a set of generic level descriptors (GLDs) (Appendix 1), which stipulates the complexity, demand and challenges of each level in the four dimensions below:

- a. Knowledge and intellectual skills;
- b. Processes;
- c. Application, autonomy and accountability; and
- d. Communication, IT and numeracy.

A QF level is assigned to every UoC (Chapter 4) with reference to the GLDs. It is note worthy that competency elements in a UoC may fall in some or all of the GLD dimensions. Therefore, QF level assignment is essentially a holistic judgment on the unit's integrated outcome requirements.

29. QF levels are discrete. That is, there cannot be assignment of UoC in-between QF levels. Also, a UoC that cannot fully match the competency requirements of one or more dimensions of a level would be assigned to the next lower level.

## Chapter 3

### Competency Standards

#### Major Functional Areas of the Insurance Industry

30. As proposed by the Insurance ITAC, the Specification of Competency Standards (SCS) for the Insurance Industry (Insurance Brokers) may consist of the following major functional areas:

i) Sales & Distribution Management

This functional area refers to the provision of services to individual and corporate clients in the introduction, promotion, and transaction processing of insurance products and services with professional knowledge and skills. It includes:

- Sales Fundamentals
- Service Delivery
- Sales Development and Management
- Channel Management.

ii) Marketing

This functional area refers to the activities involved in the introduction, demonstration, and promotion of services and products with professional knowledge and skills to meet client needs and satisfactions. It includes:

- Market research and business intelligence
- Product development
- Product promotion
- Marketing management
- Customer relationship management.

iii) Underwriting

This functional area refers to the tasks involved to ensure that the insurance charges are appropriate for the coverage and the degree of risks are properly evaluated. It includes:

- Underwriting
- Risk management
- Reinsurance.

Insurance brokers are usually not directly involved in underwriting operations. They are responsible for analyzing customer needs, gathering customers' requirements and collecting risk data, providing services in risk evaluation and submitting relevant information to insurers for underwriting processing.

iv) Policy Service

This functional area covers management and implementation of policy issuance, verification and delivery of documents.

- Customer Service
- Policy Administration.

v) Claims

This functional areas refers to all the activities involved to determine the validity and

approval of insurance claims. It includes:

- Claims Processing
- Claims Settlement
- Claims Management.

Insurance brokers are usually not involved in claims operations except providing claims assistance services for customers. They are responsible for gathering relevant information from customers and provide professional advice to assist customers in submitting claims to insurers.

vi) Legal & Compliance

This functional area refers to all the activities involved to address public concern on the proper selling of insurance products and services. Emphasis will put on the best practice on selling as well as knowledge of regulatory requirements so that to promote the insurance professionalism. It also involves It includes:

- Risk Management
- Compliance and Ethics Education
- Compliance Implementation
- Internal Audit
- Legal
- Corporate Governance
- Corporate Responsibility
- Quality Management.

vii) Operational Support & Services

This functional area refers to the all services and support that are essential to ensure effective operations, as well as the sustainable development, of the entire organization. It includes:

- Actuarial
- Information technology support
- Human resources
- Accounting and finance
- Asset management.

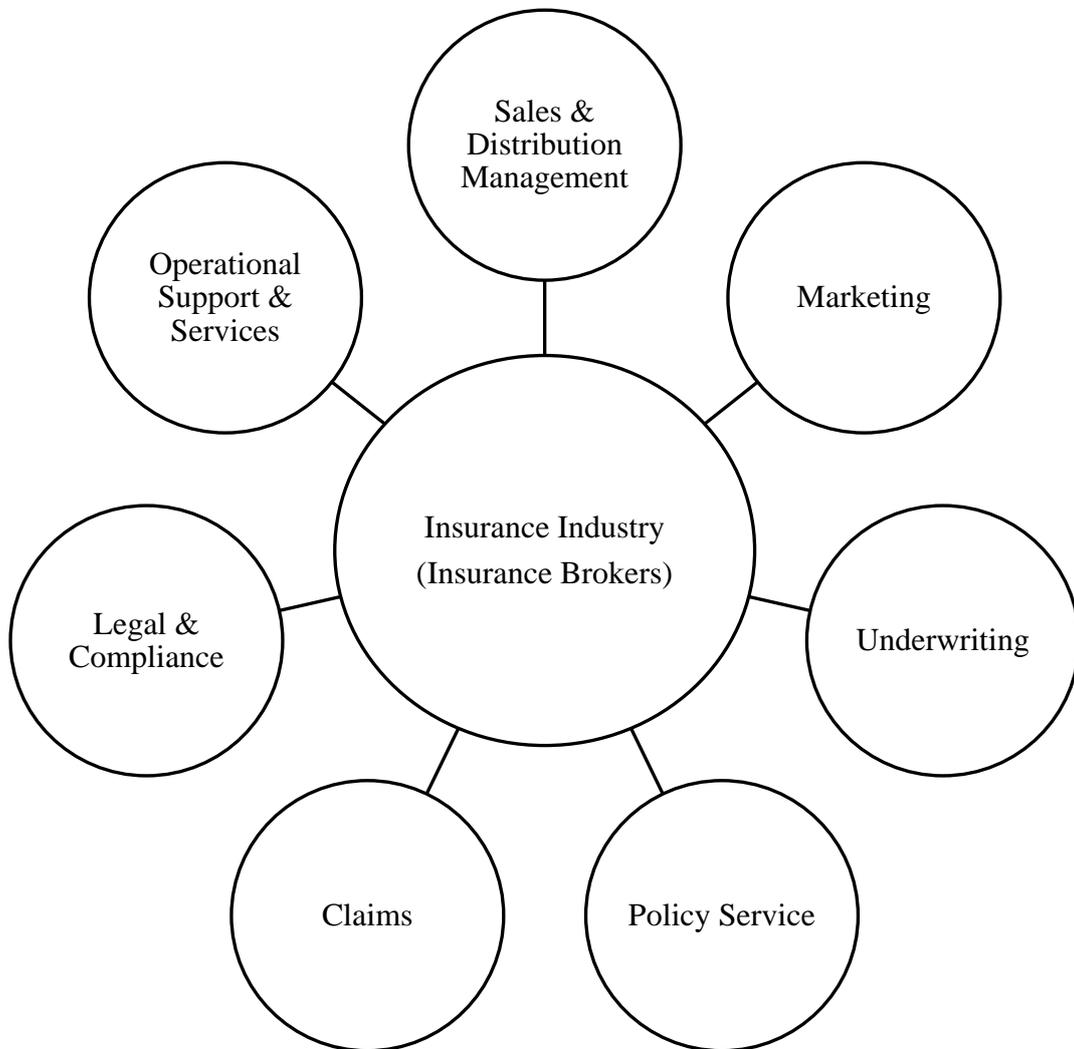
Please refer to Diagram 1 for further information.

31. Based on the generic level descriptors and the major functional areas, the Insurance ITAC has formulated a “List of Competencies” (Chapter 4) for the insurance industry (life insurance). The list provides details of the training requirements of the industry for different competency levels and functional areas. It is designed to provide clear and unified guidelines for drawing up individual learning roadmaps. Learners may either pursue a specific learning pathway to upgrade their skills in a particular area of specialization in a gradual and orderly manner (vertical development), or progress along a number of learning pathways to become multi-skilled (horizontal development).

32. This book of Specification of Competency Standards is intended for insurance brokers.

### Diagram 1

#### Functional Map Showing the Major Functional Areas of the Insurance Industry (Insurance Brokers)



## **Competency Standards**

33. Competency standards refer to the skills and knowledge required for a particular job function. They represent the industry benchmarks for the skills, knowledge and attributes required to perform competently in a particular job. Thus they are the most important part of the SCS.

## **Units of Competencies**

34. The Insurance ITAC has set out the competency standards for various job functions in the form of UoCs, which describe the performance and standard required for each competency. Please refer to Chapter 4 for details.

Every UoC comprises eight basic items:

1. Title
2. Code
3. Range
4. Level
5. Credits
6. Competency
7. Assessment Criteria
8. Remarks

## **Recognition of Prior Learning**

35. A major concept of QF is that individuals may acquire knowledge and skills from their work experience, apart from attending formal training courses. People may, through the Recognition of Prior Learning (RPL) mechanism, obtain relevant qualifications if their experience, skills and knowledge gained in the workplace meet the competency standards set by the ITAC.

36. Continuous Professional Development (CPD) and in-house training have long been the major training opportunities for employees of the insurance industry, the ITAC will consult members of the industry to develop an appropriate RPL mechanism.

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area | Sales & Distribution Management   | Marketing   | Underwriting**  | Policy Service  | Claims**  | Legal & Compliance  | Operational Support & Service   |
|-----------------|---|---|---|---|---|---|---|
|                 | Unit of Competency  |
| 1               | Understand insurance terminologies<br>(1 credit)<br>105458L1<br>(P.25)                                |
| 2               | Apply Chinese writing skills to support service delivery<br>(2 credits)<br>105459L2<br>(P.27)         | Apply Chinese writing skills to support service delivery<br>(2 credits)<br>105459L2<br>(P.27)         | Apply Chinese writing skills to support service delivery<br>(2 credits)<br>105459L2<br>(P.27)         | Apply Chinese writing skills to support service delivery<br>(2 credits)<br>105459L2<br>(P.27)         | Apply Chinese writing skills to support service delivery<br>(2 credits)<br>105459L2<br>(P.27)         | Apply Chinese writing skills to support service delivery<br>(2 credits)<br>105459L2<br>(P.27)         | Apply Chinese writing skills to support service delivery<br>(2 credits)<br>105459L2<br>(P.27)         |
|                 | Apply English writing skills to support service delivery<br>(2 credits)<br>105460L2<br>(P.28)         | Apply English writing skills to support service delivery<br>(2 credits)<br>105460L2<br>(P.28)         | Apply English writing skills to support service delivery<br>(2 credits)<br>105460L2<br>(P.28)         | Apply English writing skills to support service delivery<br>(2 credits)<br>105460L2<br>(P.28)         | Apply English writing skills to support service delivery<br>(2 credits)<br>105460L2<br>(P.28)         | Apply English writing skills to support service delivery<br>(2 credits)<br>105460L2<br>(P.28)         | Apply English writing skills to support service delivery<br>(2 credits)<br>105460L2<br>(P.28)         |
|                 | Use Putonghua to support service delivery<br>(2 credits)<br>105461L2<br>(P.29)                        | Use Putonghua to support service delivery (2 credits)<br>105461L2<br>(P.29)                           | Use Putonghua to support service delivery (2 credits)<br>105461L2<br>(P.29)                           | Use Putonghua to support service delivery (2 credits)<br>105461L2<br>(P.29)                           | Use Putonghua to support service delivery (2 credits)<br>105461L2<br>(P.29)                           | Use Putonghua to support service delivery (2 credits)<br>105461L2<br>(P.29)                           | Use Putonghua to support service delivery (2 credits)<br>105461L2<br>(P.29)                           |
|                 | Maintain up-to-date customer records to support daily operations<br>(2 credits)<br>105462L2<br>(P.30) | Maintain up-to-date customer records to support daily operations<br>(2 credits)<br>105462L2<br>(P.30) | Maintain up-to-date customer records to support daily operations<br>(2 credits)<br>105462L2<br>(P.30) | Maintain up-to-date customer records to support daily operations<br>(2 credits)<br>105462L2<br>(P.30) | Maintain up-to-date customer records to support daily operations<br>(2 credits)<br>105462L2<br>(P.30) | Maintain up-to-date customer records to support daily operations<br>(2 credits)<br>105462L2<br>(P.30) | Maintain up-to-date customer records to support daily operations<br>(2 credits)<br>105462L2<br>(P.30) |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management                                | Marketing          | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance | Operational Support & Service  |
|------------------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--|
|                              | Unit of Competency   | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency   |
| 2                            | Understand insurance sales<br>(1 credit)<br>105463L2<br>(P.31) |                    |                    |                    |                    |                    | Issue payments to customers<br>(2 credits)<br>105467L2<br>(P.32)                       |
|                              |  |                    |                    |                    |                    |                    | Collect payments from customers<br>(2 credits)<br>105468L2<br>(P.33)                   |
|                              |  |                    |                    |                    |                    |                    | Issue commissions and arrange payrolls to brokers<br>(2 credits)<br>105649L2<br>(P.34) |
|                              |  |                    |                    |                    |                    |                    | Maintain brokers' accounts<br>(2 credits)<br>105650L2<br>(P.35)                        |
|                              |  |                    |                    |                    |                    |                    | Maintain staff personal files<br>(2 credits)<br>105472L2<br>(P.36)                     |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management  | Marketing  | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance  | Operational Support & Service |
|------------------------------|--|--|--------------------|--------------------|--------------------|---|-------------------------------|
|                              | Unit of Competency   | Unit of Competency   | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency  | Unit of Competency            |
| 3                            | Comprehend fundamental principles and common practices of insurance<br>(3 credits)<br>105689L3<br>(P.38) | Understand marketing management in insurance industry<br>(2 credits)<br>105481L3<br>(P.45) |                    |                    |                    | Carry out compliance inspection on sales and marketing activities<br>(4 credits)<br>105493L3<br>(P.46)        |                               |
|                              | Comprehend principles of life insurance for brokers<br>(3 credits)<br>105690L3<br>(P.39)                 |  |                    |                    |                    | Carry out compliance inspection on business activities of internal units<br>(4 credits)<br>105494L3<br>(P.48) |                               |
|                              | Comprehend principles of general insurance for brokers<br>(3 credits)<br>105691L3<br>(P.40)              |  |                    |                    |                    | Generate compliance reports<br>(3 credits)<br>105495L3<br>(P.49)  |                               |
|                              | Understand brokerage operations<br>(1 credit)<br>105651L3<br>(P.41)                                      |  |                    |                    |                    |   |                               |
|                              | Prospect for new customers to provide brokerage services<br>(3 credits)<br>105652L3<br>(P.42)            |  |                    |                    |                    |   |                               |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management   | Marketing  | Underwriting**     | Policy Service     | Claims**   | Legal & Compliance  | Operational Support & Service  |
|------------------------------|---|--|--------------------|--------------------|--|---|--|
|                              | Unit of Competency  | Unit of Competency   | Unit of Competency | Unit of Competency | Unit of Competency   | Unit of Competency  | Unit of Competency   |
| 3                            | Approach prospects to introduce insurance solutions<br>(2 credits)<br>105653L3<br>(P.43)                        |  |                    |                    |  |   |  |
|                              | Expand customer bases to provide brokerage services<br>(2 credits)<br>105654L3<br>(P.44)                        |  |                    |                    |  |   |  |
| 4                            | Conduct insurance placing on long term insurance programmes for customers<br>(3 credits)<br>105655L4<br>(P. 51) | Implement customer relationship campaigns<br>(3 credits)<br>105499L4<br>(P.56) |                    |                    | Assist customers in making their claims<br>(2 credits)<br>105658L4<br>(P.61) | Promote staff compliance awareness<br>(3 credits)<br>105518L4<br>(P.62) | Conduct induction training for newly joined staff<br>(2 credits)<br>105522L4<br>(P.66)       |
|                              | Conduct general insurance placing for customers<br>(3 credits)<br>105656L4<br>(P.53)                            | Publish newsletters for customers<br>(3 credits)<br>105500L4<br>(P.57)         |                    |                    |  | Conduct internal audits<br>(4 credits)<br>105519L4<br>(P.63)            | Provide user support for insurance computerized systems<br>(3 credits)<br>105523L4<br>(P.67) |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management  | Marketing   | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance   | Operational Support & Service  |
|------------------------------|--|---|--------------------|--------------------|--------------------|--|--|
|                              | Unit of Competency   | Unit of Competency  | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency   | Unit of Competency   |
|                              | Monitor customer accounts<br>(2 credits)<br>105657L4<br>(P.55)                                       | Design and carry out customer satisfaction surveys<br>(3 credits)<br>105501L4<br>(P.59) |                    |                    |                    | Produce audit reports<br>(3 credits)<br>105520L4<br>(P.65)                                   |  |
| 5                            | Manage responsible and ethical advisory activities<br>(4 credits)<br>105659L5<br>(P.70)              | Develop customer relationship campaigns<br>(3 credits)<br>105542L5<br>(P.81)            |                    |                    |                    | Design and organize compliance training<br>(3 credits)<br>105578L5<br>(P.92)                 | Develop procedures to monitor cash flows<br>(6 credits)<br>105591L5<br>(P.111) |
|                              | Apply coaching and mentoring skills to guide individual brokers<br>(3 credits)<br>105660L5<br>(P.72) | Manage corporate brand equity<br>(4 credits)<br>105543L5<br>(P.83)                      |                    |                    |                    | Analyze effectiveness of compliance training programmes<br>(3 credits)<br>105579L5<br>(P.93) | Set up billing and collection procedures<br>(5 credits)<br>105592L5<br>(P.113) |
|                              | Improve brokers' advising skills<br>(3 credits)<br>105661L5<br>(P.74)                                | Design and launch secret customer programme<br>(3 credits)<br>105544L5<br>(P.85)        |                    |                    |                    | Establish compliance monitoring system<br>(6 credits)<br>105580L5<br>(P.94)                  | Prepare financial statements<br>(3 credits)<br>105593L5<br>(P.114)             |
|                              | Support brokers to establish and expand customer bases<br>(3 credits)<br>105662L5<br>(P.76)          | Develop corporate marketing communication strategy<br>(3 credits)<br>105546L5<br>(P.87) |                    |                    |                    | Develop and maintain compliance manuals<br>(6 credits)<br>105581L5<br>(P.96)                 | Monitor cash flows<br>(5 credits)<br>105594L5<br>(P.116)                       |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area | <b>Sales &amp; Distribution Management</b>  | <b>Marketing</b>  | <b>Underwriting**</b>     | <b>Policy Service</b>     | <b>Claims**</b>           | <b>Legal &amp; Compliance</b>   | <b>Operational Support &amp; Service</b>  |
|-----------------|---|---|---------------------------|---------------------------|---------------------------|---|---|
| QF Levels       | <b>Unit of Competency</b>   | <b>Unit of Competency</b>                                   | <b>Unit of Competency</b> | <b>Unit of Competency</b> | <b>Unit of Competency</b> | <b>Unit of Competency</b>   | <b>Unit of Competency</b>   |
| 5               | Plan and manage continuing professional development (CPD) training (3 credits)<br>105529L5 (P.77) | Manage corporate website (3 credits)<br>105549L5 (P.89)     |                           |                           |                           | Oversee compliance implementation (5 credits)<br>105582L5 (P.98)      | Develop budgets for proposals and projects (3 credits)<br>105595L5 (P.117)                        |
|                 | Conduct performance appraisals to drive for performance (3 credits)<br>105527L5 (P.79)            | Manage crisis communications (3 credits)<br>105550L5 (P.90) |                           |                           |                           | Monitor and evaluate compliance risks (5 credits)<br>105583L5 (P.100) | Manage investment reports (4 credits)<br>105596L5 (P.118)   |
|                 |   |   |                           |                           |                           | Handle non-compliance cases (4 credits)<br>105584L5 (P.102)           | Monitor financial ratios (4 credits)<br>105597L5 (P.120)  |
|                 |   |   |                           |                           |                           | Liaise with regulatory bodies (4 credits)<br>105585L5 (P.103)         | Monitor asset mix (4 credits)<br>105598L5 (P.121)   |
|                 |   |   |                           |                           |                           | Develop and maintain audit manuals (6 credits)<br>105586L5 (P.105)    | Support business units in organizing and implement staff training (3 credits)<br>105599L5 (P.122) |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management | Marketing          | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance  | Operational Support & Service   |
|------------------------------|---------------------------------|--------------------|--------------------|--------------------|--------------------|---|---|
|                              | Unit of Competency              | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency  | Unit of Competency  |
| 5                            |                                 |                    |                    |                    |                    | Oversee internal audit operations<br>(5 credits)<br>105587L5<br>(P.107) | Develop staff training programmes<br>(3 credits)<br>105600L5<br>(P.123)                                 |
|                              |                                 |                    |                    |                    |                    | Handle non-compliance audit cases<br>(3 credits)<br>105588L5<br>(P.109) | Manage staff recruitment<br>(3 credits)<br>105601L5<br>(P.124)  |
|                              |                                 |                    |                    |                    |                    | Monitor service quality standards<br>(3 credits)<br>105663L5<br>(P.110) | Develop computerized systems to support business functions<br>(4 credits)<br>105602L5<br>(P.126)        |
|                              |                                 |                    |                    |                    |                    |   | Plan and manage continuing professional development (CPD) training<br>(3 credits)<br>105529L5<br>(P.77) |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management | Marketing  | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance   | Operational Support & Service   |
|------------------------------|---------------------------------|--|--------------------|--------------------|--------------------|--|---|
|                              | Unit of Competency              | Unit of Competency   | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency   | Unit of Competency  |
| 6                            |                                 | Develop customer relationship strategies<br>(3 credits)<br>105608L6<br>(P.129) |                    |                    |                    | Manage compliance of brokerage operations<br>(6 credits)<br>105664L6<br>(P.131)                      | Develop corporate financial management strategies<br>(6 credits)<br>105634L6<br>(P.151) |
|                              |                                 |  |                    |                    |                    | Evaluate effectiveness of enterprise risk management framework<br>(5 credits)<br>105620L6<br>(P.133) | Implement investment strategies<br>(5 credits)<br>105635L6<br>(P.153)                   |
|                              |                                 |  |                    |                    |                    | Formulate corporate compliance policies<br>(6 credits)<br>105621L6<br>(P.135)                        | Develop compensation policies<br>(5 credits)<br>105636L6<br>(P.155)                     |
|                              |                                 |  |                    |                    |                    | Establish audit system<br>(6 credits)<br>105622L6<br>(P.137)   | Develop corporate human resources strategies<br>(5 credits)<br>105637L6<br>(P.156)      |
|                              |                                 |  |                    |                    |                    | Represent company in legal matters<br>(3 credits)<br>105623L6<br>(P.139)                             | Develop information security policies<br>(5 credits)<br>105638L6<br>(P.158)             |
|                              |                                 |  |                    |                    |                    | Provide training on legal knowledge to general staff<br>(3 credits)<br>105624L6<br>(P.140)           |   |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management | Marketing          | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance   | Operational Support & Service |
|------------------------------|---------------------------------|--------------------|--------------------|--------------------|--------------------|--|-------------------------------|
|                              | Unit of Competency              | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency   | Unit of Competency            |
| 6                            |                                 |                    |                    |                    |                    | Handle legal enquiries<br>(3 credits)<br>105625L6<br>(P.141)                               |                               |
|                              |                                 |                    |                    |                    |                    | Advise on insurance contracts<br>(3 credits)<br>105626L6<br>(P.142)                        |                               |
|                              |                                 |                    |                    |                    |                    | Advise on company legal risks<br>(3 credits)<br>105627L6<br>(P.143)                        |                               |
|                              |                                 |                    |                    |                    |                    | Advise on new or change of regulations<br>(3 credits)<br>105628L6<br>(P.144)               |                               |
|                              |                                 |                    |                    |                    |                    | Establish internal control procedures<br>(5 credits)<br>105629L6<br>(P.145)                |                               |
|                              |                                 |                    |                    |                    |                    | Implement corporate social responsibility strategies<br>(3 credits)<br>105630L6<br>(P.147) |                               |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area<br>QF Levels | Sales & Distribution Management | Marketing   | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance  | Operational Support & Service  |
|------------------------------|---------------------------------|---|--------------------|--------------------|--------------------|---|--|
|                              | Unit of Competency              | Unit of Competency  | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency  | Unit of Competency   |
| 6                            |                                 |   |                    |                    |                    | Formulate service quality standards<br>(4 credits)<br>105665L6<br>(P.148)                 |  |
|                              |                                 |   |                    |                    |                    | Monitor corporate social responsibility fulfillment<br>(3 credits)<br>105631L6<br>(P.149) |  |
|                              |                                 |   |                    |                    |                    | Establish quality management system<br>(5 credits)<br>105666L6<br>(P.150)                 |  |
| 7                            |                                 | Develop corporate marketing strategies for insurance intermediaries<br>(4 credits)<br>105640L7<br>(P.161) |                    |                    |                    | Formulate enterprise risk management strategies<br>(6 credits)<br>105643L7<br>(P.163)     | Formulate investment management strategies<br>(6 credits)<br>105648L7<br>(P.173) |
|                              |                                 |   |                    |                    |                    | Manage enterprise risks<br>(5 credits)<br>105644L7<br>(P.165)                             |  |

**List of Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

| Functional Area | Sales & Distribution Management | Marketing          | Underwriting**     | Policy Service     | Claims**           | Legal & Compliance   | Operational Support & Service |
|-----------------|---------------------------------|--------------------|--------------------|--------------------|--------------------|--|-------------------------------|
| QF Levels       | Unit of Competency              | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency | Unit of Competency   | Unit of Competency            |
| 7               |                                 |                    |                    |                    |                    | Formulate company corporate governance policies<br>(6 credits)<br>105645L7<br>(P.167)      |                               |
|                 |                                 |                    |                    |                    |                    | Assess performance of senior management<br>(4 credits)<br>105646L7<br>(P.169)              |                               |
|                 |                                 |                    |                    |                    |                    | Formulate corporate social responsibility strategies<br>(4 credits)<br>105647L7<br>(P.171) |                               |

*\*\*Remarks: Insurance brokers usually have no direct responsibilities in underwriting and claims functions, unless otherwise authorized by individual insurers.*

# **Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

## **QF Level 1**

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
| 1. Title               | Understand insurance terminologies   |
| 2. Code                | 105458L1   |
| 3. Range               | This unit of competency is applicable to those who are required to work in any functional areas of the insurance industry. It involves understanding the common terminologies and abbreviations used in the industry, as well as knowing the channels to find out the meanings of terminologies.   |
| 4. Level               | 1  |
| 5. Credit              | 1 (for reference only)   |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess basic insurance knowledge</p> <ul style="list-style-type: none"> <li>• Understand the concepts of insurance</li> <li>• Understand the significance to use appropriate terminologies in insurance operations</li> </ul> <p>6.2 Understand common terminologies, abbreviations and their meanings used in the industry</p> <ul style="list-style-type: none"> <li>• Understand common terminologies and their abbreviations used in the industry</li> <li>• Understand the conversion of the abbreviations to their English or Chinese full names and their meanings</li> <li>• Know about the channels to find out the proper meanings of terminologies and abbreviations</li> </ul> <p>6.3 Use the correct terminologies to support daily operations</p> <ul style="list-style-type: none"> <li>• Recall the correct terminologies and abbreviations in carrying out daily operations</li> <li>• Explain the meanings of the terminologies in insurance contexts.</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to understand common insurance terminologies, abbreviations and respective meanings</li> <li>• Able to use appropriate channels to find out the meanings of insurance terminologies</li> <li>• Able to use appropriate terminologies to support daily operations</li> <li>• Able to explain the meanings of the terminologies in insurance contexts.</li> </ul>   |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

# **Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

## **QF Level 2**

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
| 1. Title               | Apply Chinese writing skills to support service delivery   |
| 2. Code                | 105459L2   |
| 3. Range               | This unit of competency is applicable to those who are applying Chinese writing skills to support service delivery. It involves comprehending different kinds of writing formats and styles, as well as using modern grammar to prepare insurance correspondences.   |
| 4. Level               | 2  |
| 5. Credit              | 2 (for reference only)   |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in Chinese writing</p> <ul style="list-style-type: none"> <li>• Comprehend common types of practical Chinese writing formats</li> <li>• Familiarize with the use of styles and word choices for different contexts</li> <li>• Familiarize with Chinese insurance terminologies in Hong Kong, Chinese Mainland and Taiwan</li> </ul> <p>6.2 Apply Chinese writing skills in daily work</p> <ul style="list-style-type: none"> <li>• Differentiate purposes between different kinds of writing formats and styles</li> <li>• Prepare correspondences in Chinese to support service delivery, e.g. proposal preparation</li> <li>• Prepare a wide range of business correspondences with appropriate styles and word choices</li> </ul> <p>6.3 Apply proficient Chinese writing skills in daily work effectively</p> <ul style="list-style-type: none"> <li>• Display proficient Chinese writing skills in the preparation of insurance proposals and business correspondences</li> <li>• Adopt appropriate grammar, formats and vocabularies in daily work.</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to communicate with relevant parties using appropriate Chinese insurance terminologies</li> <li>• Able to apply proficient Chinese writing skills to produce errorless insurance-related correspondences.</li> </ul>  |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
| 1. Title               | Apply English writing skills to support service delivery   |
| 2. Code                | 105460L2   |
| 3. Range               | This unit of competency is applicable to those who are applying English writing skills to support daily work. It involves comprehending different kinds of writing formats and styles, as well as using modern grammar to prepare insurance correspondences.   |
| 4. Level               | 2  |
| 5. Credit              | 2 (for reference only)   |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in English writing</p> <ul style="list-style-type: none"> <li>• Comprehend common types of practical English writing formats</li> <li>• Familiarize with the use of styles and word choices for different contexts</li> <li>• Familiarize with English insurance terminologies</li> </ul> <p>6.2 Apply English writing skills in daily work</p> <ul style="list-style-type: none"> <li>• Differentiate purposes between different kinds of writing formats and styles</li> <li>• Use modern grammar in business correspondence</li> <li>• Prepare correspondences in English to support service delivery, e.g. proposal preparation</li> <li>• Prepare a wide range of business correspondences with appropriate styles and word choices</li> </ul> <p>6.3 Apply proficient English writing skills in daily work effectively</p> <ul style="list-style-type: none"> <li>• Display proficient English writing skills in the preparation of insurance-related correspondences</li> <li>• Adopt appropriate grammar, formats and vocabularies in daily work.</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to communicate with relevant parties using appropriate English insurance terminologies</li> <li>• Able to apply proficient English writing skills to produce errorless insurance-related correspondences.</li> </ul>  |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 1. Title               | Use Putonghua to support service delivery   |
| 2. Code                | 105461L2  |
| 3. Range               | This unit of competency is applicable to those who are using Putonghua in sales operations. It requires using Putonghua to present insurance proposals, explain product features and policy details, and handle queries.  |
| 4. Level               | 2   |
| 5. Credit              | 2 (for reference only)  |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in basic Putonghua</p> <ul style="list-style-type: none"> <li>• Familiarize with Putonghua pronunciation</li> <li>• Comprehend language structure in daily communications</li> <li>• Recognize the differences in insurance terminologies used in Hong Kong, Chinese Mainland and Taiwan</li> <li>• Apply Putonghua tones, sounds and expression accurately</li> </ul> <p>6.2 Communicate in business Putonghua</p> <ul style="list-style-type: none"> <li>• Comprehend a wide range of vocabularies in insurance service contexts</li> <li>• Use Putonghua to support service delivery, including proposal presentations, product explanations, queries handling, etc.</li> <li>• Practice Putonghua to improve proficiencies from time to time</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to present and communicate in eloquent Putonghua to support insurance service delivery.</li> </ul>   |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
| 1. Title               | Maintain up-to-date customer records to support daily operations   |
| 2. Code                | 105462L2   |
| 3. Range               | This unit of competency is applicable to those who are carrying out daily operations. It involves maintenance of up-to-date customer records to support day-to-day functions.  |
| 4. Level               | 2  |
| 5. Credit              | 2 (for reference only)   |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in customer record management</p> <ul style="list-style-type: none"> <li>• Understand why customer record management is important to an insurer</li> <li>• Know how to operate company's customer record management system</li> <li>• Understand the compliance requirements, e.g. Personal Data (Privacy) Ordinance, on customer record management</li> <li>• Know about insurance terminologies</li> </ul> <p>6.2 Manage customer records</p> <ul style="list-style-type: none"> <li>• Update and document customer records in a timely and accurate manner according to established workflow including record access authority</li> <li>• Seek advice from superior if there are irregularities, inconsistencies or missing information</li> <li>• Provide relevant customer statistics, e.g. statistics related to specific customer segments, upon requests</li> </ul> <p>6.3 Comply with regulatory requirements and code of practice to handle and maintain customer records</p> <ul style="list-style-type: none"> <li>• Maintain complete and up-to-date customer records</li> <li>• Handle customer records in accordance with regulatory requirements.</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency is:</p> <ul style="list-style-type: none"> <li>• Able to document complete and updated customer records systematically</li> <li>• Able to identify irregular and/or inadequate information in records</li> <li>• Able to summarize and present customer records to facilitate operations</li> <li>• Able to manage customer records in compliance with regulatory requirements.</li> </ul>   |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Fundamentals |   |
|--|---|
| 1. Title   | Understand insurance sales  |
| 2. Code  | 105463L2  |
| 3. Range   | This unit of competency is applicable to those who are responsible for insurance sales. It requires understanding the different tasks involved at different stages of the sales cycle and how insurance agents interact with customers in an insurance sale transaction.  |
| 4. Level   | 2   |
| 5. Credit  | 1 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance sales</p> <ul style="list-style-type: none"> <li>• Familiarize with the operations of the insurance market</li> <li>• Comprehend company's product and target segments</li> <li>• Understand customer buying behavior</li> <li>• Comprehend corporate insurance application procedures</li> <li>• Comprehend relevant regulatory requirements</li> </ul> <p>6.2 Understand how insurance intermediaries handle sales</p> <ul style="list-style-type: none"> <li>• Know about the process flow in insurance sale</li> <li>• Understand the roles and responsibilities of insurance intermediaries in various steps of handling insurance sale, including: <ul style="list-style-type: none"> <li>➤ Identifying potential customers and their needs</li> <li>➤ Matching customer needs with products</li> <li>➤ Preparing for sales presentation</li> <li>➤ Presenting product features and limitations</li> <li>➤ Closing sales while ensuring customers are making informed decisions</li> <li>➤ Completing the whole sales process in accordance with company procedures and regulatory requirements</li> <li>➤ Processing insurance application</li> <li>➤ Delivering policy to customers</li> </ul> </li> <li>• Fully understand compliance regulatory requirements and ethical standards</li> </ul> <p>6.3 Apply understanding of insurance sales to carry out sales-related job duties</p> <ul style="list-style-type: none"> <li>• Describe the key stages and process flow in insurance sales</li> <li>• Recognize the tasks and responsibilities of insurance agents in handling insurance sales.</li> </ul> |
| 7. Assessment Criteria                                 | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to describe stages in an insurance sales cycle</li> <li>• Able to explain the process flow of insurance sale</li> <li>• Able to recognize duties and responsibilities of insurance agents in delivering insurance sales.</li> </ul>  |
| 8. Remarks   | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |   |
|---|---|
| 1. Title  | Issue payments to customers   |
| 2. Code   | 105467L2  |
| 3. Range  | This unit of competency is applicable to those who are required to follow up with claims, policy services, or other services to issue payments to customers. It involves verifying information on payment requests, preparing payment cheques, recording payments in computer management system, and sending the cheques to customers.  |
| 4. Level  | 2   |
| 5. Credit   | 2 (for reference only)  |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess basic insurance knowledge</p> <ul style="list-style-type: none"> <li>• Understand insurance terminologies</li> <li>• Understand company procedures on arranging payments to customers</li> <li>• Able to use company's record management systems</li> </ul> <p>6.2 Arrange payments to customers</p> <ul style="list-style-type: none"> <li>• Verify information, including payees, payment nature, payment amount, on payment requests submitted by other units</li> <li>• Prepare payment cheques</li> <li>• Obtain approvals to issue payment cheques</li> <li>• Record payment details in relevant computer systems</li> <li>• Issue payments according to customers' preferred collection methods</li> <li>• Follow up with customers to resolve problems in sending and receiving payments</li> </ul> <p>6.3 Issue payments to customers according to company procedures</p> <ul style="list-style-type: none"> <li>• Prepare payment cheques with correct amount and payee's details</li> <li>• Issue payment cheques to customers within pledged service time.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to extract and verify information from payment requests to prepare corresponding payments</li> <li>• Able to prepare payment cheques and record the payments in company's computer management systems</li> <li>• Able to send payment cheques to customers via the preferred collection methods</li> <li>• Able to resolve problems in sending and receiving payments.</li> </ul>  |
| 8. Remarks  | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |  |
|---|--|
| 1. Title  | Collect payments from customers  |
| 2. Code   | 105468L2   |
| 3. Range  | This unit of competency is applicable to those who are required to follow-up with policy services to issue payment notices to collect payments from customers. It involves verifying information on payment collection requests, preparing and issuing payment notices, depositing payments received, as well as following up with overdue payments.   |
| 4. Level  | 2  |
| 5. Credit   | 2 (for reference only)   |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess basic insurance knowledge</p> <ul style="list-style-type: none"> <li>• Understand insurance terminologies</li> <li>• Understand company procedures on collecting payments from customers</li> <li>• Able to use company's record management systems</li> </ul> <p>6.2 Collect payments from customers</p> <ul style="list-style-type: none"> <li>• Verify information on payment collection requests submitted by other units</li> <li>• Prepare payment notices</li> <li>• Obtain approvals to issue payment notices</li> <li>• Record payment requests in relevant computer management systems</li> <li>• Issue payment notices to customers</li> <li>• Deposit payment cheques received from customers</li> <li>• Verify bank-in records to ensure receipts of payments from bank transfer, electronic or other payment channels</li> <li>• Follow up with customers or insurance intermediaries to collect overdue payments</li> </ul> <p>6.3 Receive payments from customers</p> <ul style="list-style-type: none"> <li>• Prepare payment notices with correct amount and customer's details</li> <li>• Issue payment notices to customers</li> <li>• Deposit payments received from customers</li> <li>• Follow up overdue payments with necessary actions.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to extract and verify information from payment collection requests to prepare payment notices</li> <li>• Able to send payment notices to customers</li> <li>• Able to deposit payments received</li> <li>• Able to verify bank-in records to ensure receipts of payments</li> <li>• Able to follow up with customers or insurance intermediaries to collect overdue payments.</li> </ul>  |
| 8. Remarks  | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |   |
|---|---|
| 1. Title  | Issue commissions and arrange payrolls to brokers   |
| 2. Code   | 105649L2  |
| 3. Range  | This unit of competency is applicable to those who are required to issue commissions and arrange payroll. It involves consolidating commissions and payrolls, arranging payments, and following up with relevant parties to ensure brokers receive the correct amount of payments.  |
| 4. Level  | 2   |
| 5. Credit   | 2 (for reference only)  |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess basic insurance knowledge</p> <ul style="list-style-type: none"> <li>• Understand insurance terminologies</li> <li>• Understand company procedures on issuing commissions and arranging payroll to brokers</li> <li>• Able to use relevant company's record management systems</li> </ul> <p>6.2 Arrange commissions and payroll</p> <ul style="list-style-type: none"> <li>• Run computer management system to consolidate commissions and payroll payable to brokers</li> <li>• Verify commissions details with individual broker's achievement records</li> <li>• Obtain approvals to issue commissions and payrolls</li> <li>• Arrange payments via dedicated payment channels, e.g. autopay</li> <li>• Follow up with brokers or banks to resolve problems in sending and receiving payments</li> </ul> <p>6.3 Issue commissions and payrolls to brokers according to company procedures</p> <ul style="list-style-type: none"> <li>• Compute correct amount of commissions and payrolls payable to brokers using computer management systems</li> <li>• Ensure brokers receive the correct amount of payments.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to consolidate and compute commissions and payrolls payable to brokers</li> <li>• Able to arrange payments to brokers via dedicated channels</li> <li>• Able to resolve problems in sending and receiving payments.</li> </ul>   |
| 8. Remarks  |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |  |
|---|--|
| 1. Title  | Maintain brokers' accounts   |
| 2. Code   | 105650L2   |
| 3. Range  | This unit of competency is applicable to those who are required to maintain brokers' accounts. It involves consolidating updating brokers' personal details and providing relevant statistics upon requests.   |
| 4. Level  | 2  |
| 5. Credit   | 2 (for reference only)   |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess basic insurance knowledge</p> <ul style="list-style-type: none"> <li>• Understand insurance terminologies</li> <li>• Understand company procedures on maintaining brokers' accounts</li> <li>• Able to use relevant company's record management systems</li> </ul> <p>6.2 Maintain brokers' accounts</p> <ul style="list-style-type: none"> <li>• Update and document brokers' records, e.g. bank account details for commissions and payrolls, CPD records, etc.</li> <li>• Provide relevant brokers' statistics upon requests</li> </ul> <p>6.3 Comply with regulatory requirements and code of practice to handle and maintain brokers' accounts</p> <ul style="list-style-type: none"> <li>• Maintain up-to-date brokers' accounts</li> <li>• Handle broker records in accordance with regulatory requirements.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to update brokers' accounts correctly</li> <li>• Able to provide relevant broker statistics upon requests.</li> </ul>   |
| 8. Remarks  |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Human Resources |   |
|--|---|
| 1. Title   | Maintain staff personal files   |
| 2. Code  | 105472L2  |
| 3. Range   | This unit of competency is applicable to those who are carrying out daily operations. It involves maintenance of up-to-date staff records to support day-to-day functions.  |
| 4. Level   | 2   |
| 5. Credit  | 2 (for reference only)  |
| 6. Competency                                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in staff record management</p> <ul style="list-style-type: none"> <li>• Able to use company's HR management information system</li> <li>• Understand the compliance requirements, e.g. Personal Data (Privacy) Ordinance, on staff record management</li> </ul> <p>6.2 Manage customer records</p> <ul style="list-style-type: none"> <li>• Update and document staff records</li> <li>• Provide relevant staff statistics upon requests</li> </ul> <p>6.3 Comply with regulatory requirements and code of practice to handle and maintain HR records</p> <ul style="list-style-type: none"> <li>• Maintain up-to-date staff records</li> <li>• Handle staff records in accordance with regulatory requirements.</li> </ul> |
| 7. Assessment Criteria                           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to update and document staff personal records timely and accurately;</li> <li>• Able to comply with regulatory requirements and code of practice to handle and maintain staff records.</li> </ul>  |
| 8. Remarks                                       | This unit of competency is also applicable to life and general insurers.  |

# **Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

## **QF Level 3**

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 1. Title               | Comprehend fundamental principles and common practices of insurance   |
| 2. Code                | 105689L3  |
| 3. Range               | This unit of competency is applicable to those who are required to work in the sales functions of the insurance industry. It requires understanding the concepts of risks and principles of insurance, familiarizing the structure of the insurance industry and respective regulatory framework in Hong Kong, and recognizing the professional and ethical requirements of insurance intermediaries.   |
| 4. Level               | 3   |
| 5. Credit              | 3 (for reference only)  |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess understanding in the requirements of insurance intermediaries</p> <ul style="list-style-type: none"> <li>• Be aware of the qualification requirements of individual insurance intermediaries</li> </ul> <p>6.2 Be knowledgeable about the fundamental principles and common practices of insurance</p> <ul style="list-style-type: none"> <li>• Understand the concepts of risks</li> <li>• Explain the principles of insurance</li> <li>• Recognize the responsibilities and liabilities of insurance intermediaries</li> <li>• Explain core functions of an insurance company</li> <li>• Familiarize with the structure of insurance industry in Hong Kong</li> <li>• Familiarize with the regulatory framework of insurance industry</li> <li>• Recognize the implications of the regulatory requirements on insurance operations</li> <li>• Recognize the significance of upholding professional and ethical standards in insurance operations</li> </ul> <p>6.3 Interpret principles and common practices of insurance in the operation contexts of insurance intermediaries</p> <ul style="list-style-type: none"> <li>• Explain the roles of insurance and insurance intermediaries</li> <li>• Recognize the professional, ethical, legal and regulatory requirements of insurance intermediaries operating in Hong Kong.</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to explain the principles of insurance</li> <li>• Able to explain the core functions of insurance company, the structure of insurance industry in Hong Kong</li> <li>• Able to recognize the implications of regulatory requirements on insurance operations</li> <li>• Able to recognize the significance of upholding professional and ethical standards in insurance operations.</li> </ul>   |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 1. Title               | Comprehend principles of life insurance for brokers   |
| 2. Code                | 105690L3  |
| 3. Range               | This unit of competency is applicable to those who are required to work provide in life insurance placement services for customers. It requires understanding the concepts of life insurance, familiarizing with the different types of life insurance, understanding and explaining policy wordings, as well as recognizing life insurance procedures.   |
| 4. Level               | 3   |
| 5. Credit              | 3 (for reference only)  |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess understanding in the requirements of insurance intermediaries</p> <ul style="list-style-type: none"> <li>• Be aware of the qualification requirements of individual insurance intermediaries</li> </ul> <p>6.2 Be knowledgeable about the principles and common practices of life insurance</p> <ul style="list-style-type: none"> <li>• Understand the concepts of life insurance</li> <li>• Familiarize with different types of life insurance, annuity and benefit riders</li> <li>• Understand life policy wordings</li> <li>• Comprehend the steps required to process an life insurance application</li> <li>• Understand the principles of life underwriting</li> <li>• Recognize the need and scope of after sales service</li> <li>• Comprehend claims procedures</li> <li>• Recognize relevant codes of conduct, legal and regulatory requirements.</li> </ul> <p>6.3 Acquire the necessary life insurance knowledge to engage in life insurance operations</p> <ul style="list-style-type: none"> <li>• Explain different types of life insurance, annuity and benefit riders</li> <li>• Explain correctly policy wordings, annuity and benefit riders</li> <li>• Comprehend life insurance application procedures, after sales service scope and subsequent claims procedures</li> <li>• Recognize relevant codes of conduct, legal and regulatory requirements.</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to explain the concepts of life insurance</li> <li>• Able to recognize different types of life insurance, annuity and benefit riders</li> <li>• Able to explain policy wordings, annuity and benefit riders</li> <li>• Able to recognize life insurance application procedures, after sales service scope and subsequent claims procedures.</li> </ul>   |
| 8. Remarks             |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
| 1. Title               | Comprehend principles of general insurance for brokers   |
| 2. Code                | 105691L3   |
| 3. Range               | This unit of competency is applicable to those who are required to work provide in general insurance placement services for customers. It requires recognizing different types of general insurance products, understanding underwriting principles, comprehending key steps of claims procedures, and recognizing the respective scope of customer services.  |
| 4. Level               | 3  |
| 5. Credit              | 3 (for reference only)   |
| 6. Competency          | <p><u>Performance Requirements</u></p> <p>6.1 Possess understanding in the requirements of insurance intermediaries</p> <ul style="list-style-type: none"> <li>• Be aware of the qualification requirements of individual insurance intermediaries</li> </ul> <p>6.2 Be knowledgeable about the principles and common practices of general insurance</p> <ul style="list-style-type: none"> <li>• Recognize different types of general insurance products</li> <li>• Understand principles of underwriting in general insurance and the respective underwriting procedures</li> <li>• Explain policy wordings, terms and conditions</li> <li>• Comprehend key steps of claims procedures</li> <li>• Recognize the significance and respective scope of customer services</li> <li>• Recognize relevant codes of conduct, legal and regulatory requirements.</li> </ul> <p>6.3 Acquire the necessary general insurance knowledge to engage in general insurance operations</p> <ul style="list-style-type: none"> <li>• Recognize different types of general insurance products and the respective underwriting principles</li> <li>• Explain correctly policy wordings, terms and conditions</li> <li>• Understand underwriting principles in general insurance</li> <li>• Comprehend key steps of claims procedures</li> <li>• Recognize relevant codes of conduct, legal and regulatory requirements.</li> </ul> |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to recognize different types of general insurance</li> <li>• Able to explain policy wordings, terms and conditions</li> <li>• Able to recognize key steps of claims procedures.</li> </ul>  |
| 8. Remarks             |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Fundamentals |  |
|--|--|
| 1. Title   | Understand brokerage operations  |
| 2. Code  | 105651L3   |
| 3. Range   | This unit of competency is applicable to those who are responsible for insurance quotation and placing. It involves understanding how insurance brokers assist their customers in designing insurance programmes, acquiring insurance services, dealing with insurers for policy administration and claims, and carrying out periodic product reviews.   |
| 4. Level   | 3  |
| 5. Credit  | 1 (for reference only)   |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance industry</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Understand the roles of different types of industry players</li> </ul> <p>6.2 Understand brokerage operations</p> <ul style="list-style-type: none"> <li>• Understand how insurance brokers advise on insurance products</li> <li>• Understand the role of brokers in: <ul style="list-style-type: none"> <li>➤ Comprehending customers' requirements</li> <li>➤ Searching for appropriate products for customers</li> <li>➤ Handling customers' applications</li> <li>➤ Delivering policies to customers</li> <li>➤ Act as a communication bridge between insurers and customers</li> <li>➤ Assisting customers in dealing with insurers in respect of policy administration</li> <li>➤ Assisting customers in submitting claims with insurers</li> <li>➤ Performing periodic insurance policy review with customers</li> </ul> </li> </ul> <p>6.3 Comprehend the tasks involved in brokerage operations</p> <ul style="list-style-type: none"> <li>• Describe brokerage process flow</li> <li>• Understand brokerage operations and relationships amongst various operations</li> <li>• Recognize responsibilities of brokers in making insurance arrangements for their customers.</li> </ul> |
| 7. Assessment Criteria                                 | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to describe the various types of brokerage operations</li> <li>• Able to recognize the responsibilities of brokers in making insurance arrangements for customers.</li> </ul>   |
| 8. Remarks   |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Fundamentals |  |
|--|--|
| 1. Title   | Prospect for new customers to provide brokerage services   |
| 2. Code  | 105652L3   |
| 3. Range   | This unit of competency is applicable to those who are involved in customer prospecting. It involves developing positive attitude towards prospecting, producing lists of suspects, identifying prospects from lists of suspects and developing insurance solutions for the prospects.   |
| 4. Level   | 3  |
| 5. Credit  | 3 (for reference only)   |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance products</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Familiarize with various types of products offered by insurers</li> <li>• Familiarize with channels to find out products offered by insurers</li> <li>• Comprehend relevant legal and regulatory requirements related to personal data privacy</li> <li>• Understand customer buying behavior</li> </ul> <p>6.2 Identify prospective customers</p> <ul style="list-style-type: none"> <li>• Develop positive attitude towards prospecting</li> <li>• Produce lists of suspects</li> <li>• Evaluate needs, affordability, insurability and accessibility of suspects</li> <li>• Identify prospective customers from lists of suspects</li> <li>• Identify own strengths in connecting with prospective customers</li> <li>• Research insurer products</li> <li>• Develop insurance solutions to cater the potential needs of the prospects</li> <li>• Comprehend different approaches to build rapport with prospective customers</li> </ul> <p>6.3 Prospect for new customers to provide insurance solutions</p> <ul style="list-style-type: none"> <li>• Identify potential customers who may be interested in insurance products</li> <li>• Develop insurance solutions to cater the potential needs of the prospects</li> </ul> |
| 7. Assessment Criteria                                 | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to produce lists of suspects</li> <li>• Able to evaluate needs, affordability, insurability and accessibility of suspects</li> <li>• Able to identify and prioritize prospects</li> <li>• Able to develop insurance solutions to cater the potential needs of the prospects.</li> </ul>   |
| 8. Remarks   |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Fundamentals |   |
|--|---|
| 1. Title   | Approach prospects to introduce insurance solutions   |
| 2. Code  | 105653L3  |
| 3. Range   | This unit of competency is applicable to those who are required to approach prospects to introduce insurance solutions. It involves acquiring knowledge of targeted insurance products, reaching out to prospects, and introducing insurance solutions that address the needs of the prospects.   |
| 4. Level   | 3   |
| 5. Credit  | 2 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance products</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Familiarize with various types of products offered by insurers</li> <li>• Familiarize with channels to find out products offered by insurers</li> <li>• Comprehend relevant legal and regulatory requirements related to personal data privacy</li> <li>• Understand customer buying behavior</li> <li>• Understand the objective of approaching new customers</li> <li>• Comprehend potential strategies to reach out to prospects</li> </ul> <p>6.2 Approach prospects</p> <ul style="list-style-type: none"> <li>• Acquire comprehensive knowledge of products that prospects may be interested</li> <li>• Determine appropriate channels to reach out to prospects</li> <li>• Approach prospects to create rapport</li> <li>• Use a range of communication methods to encourage prospects express their needs</li> <li>• Introduce preliminary insurance solutions with alternatives</li> <li>• Manage potential resistance by properly addressing prospects' concerns</li> </ul> <p>6.3 Establish rapport with prospects to arouse interests in insurance solutions</p> <ul style="list-style-type: none"> <li>• Establish channels to connect with prospects</li> <li>• Arouse interests in insurance products from prospects.</li> </ul> |
| 7. Assessment Criteria                                 | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to determine appropriate channels and approaches to reach out prospects</li> <li>• Able to encourage prospects to express their needs</li> <li>• Able to provide preliminary insurance solutions with alternatives</li> <li>• Able to arouse prospective customers' interests in insurance solutions.</li> </ul>   |
| 8. Remarks   |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Fundamentals |   |
|--|---|
| 1. Title   | Expand customer bases to provide brokerage services   |
| 2. Code  | 105654L3  |
| 3. Range   | This unit of competency is applicable to those who are required to expand their customer bases. It involves identifying potential customers, carrying out mass prospecting activities, and identifying channels to reach out to potential customers.  |
| 4. Level   | 2   |
| 5. Credit  | 2 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in connecting with prospective customers</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Familiarize with various types of products offered by insurers</li> <li>• Familiarize with channels to find out products offered by insurers</li> <li>• Comprehend relevant legal and regulatory requirements related to personal data privacy</li> <li>• Understand customer buying behavior</li> </ul> <p>6.2 Establish connection and rapport with potential customers</p> <ul style="list-style-type: none"> <li>• Identify sources of new suspects</li> <li>• Ride on referrals</li> <li>• Leverage natural contacts</li> <li>• Participate in community events, social groups and organizations</li> <li>• Establish long-term relationship with individuals who represent center of influence in social groups</li> <li>• Identify suspects and prospects</li> <li>• Evaluate potential insurance needs of suspects and prospects</li> </ul> <p>6.3 Expand customer bases continuously</p> <ul style="list-style-type: none"> <li>• Appeal to potential customers through regular information update and satisfactory customer services</li> <li>• Network with potential customers through different social connections and business tactics.</li> </ul> |
| 7. Assessment Criteria                                 | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify and prioritize suspects</li> <li>• Able to convert identified potential customers through provision of appropriate services</li> <li>• Able to establish rapport with contacts to seek for referrals</li> <li>• Able to engage in different events to expand social networks and potential customer bases.</li> </ul>  |
| 8. Remarks   |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Marketing Management |  |
|----------------------------------|--|
| 1. Title                         | Understand marketing management in insurance industry  |
| 2. Code                          | 105481L3   |
| 3. Range                         | This unit of competency is applicable to those who are involved in marketing operations. It requires a good understanding of the marketing mix to support the implementation of marketing activities.  |
| 4. Level                         | 3  |
| 5. Credit                        | 2 (for reference only)   |
| 6. Competency                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in marketing</p> <ul style="list-style-type: none"> <li>• Understand marketing 4P's (i.e. product, place, price and promotion)</li> <li>• Know about insurance terminologies</li> </ul> <p>6.2 Understand marketing management in insurance industry</p> <ul style="list-style-type: none"> <li>• Familiarize with different insurance products and classes</li> <li>• Understand how products are being distributed and sold</li> <li>• Familiarize with insurance pricing levels</li> <li>• Familiarize with common promotional approaches</li> <li>• Understand key customer/distributor groups of the company and key drivers of each group</li> <li>• Understand customer buying behavior</li> <li>• Differentiate types of insurance purchases</li> <li>• Understand role of branding in insurance</li> <li>• Be alert to regulatory and ethical requirements</li> </ul> <p>6.3 Comprehend common marketing practices in insurance industry</p> <ul style="list-style-type: none"> <li>• Understand common insurance products classifications, distribution channels, pricing levels and promotional approaches</li> <li>• Recognize responsibilities and scope of work of marketing personnel in the insurance industry.</li> </ul> |
| 7. Assessment Criteria           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to differentiate insurance products, respective product classes and pricing levels in insurance market</li> <li>• Able to explain how insurance products are promoted and distributed</li> <li>• Able to explain in what ways marketing activities need to comply with regulatory and ethical requirements.</li> </ul>  |
| 8. Remarks                       | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |   |
|--|---|
| 1. Title                                       | Carry out compliance inspection on sales and marketing activities   |
| 2. Code  | 105493L3  |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for implementing compliance inspections on sales and marketing activities. It involves examining sales process, checking records of documents, identifying non-compliance and reporting suspicious activities.   |
| 4. Level                                       | 3   |
| 5. Credit                                      | 4 (for reference only)  |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in compliance inspection</p> <ul style="list-style-type: none"> <li>• Understand regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Understand corporate compliance policy and guidelines</li> <li>• Familiarize with sales and distribution operations</li> <li>• Understand code of conduct in insurance industry</li> </ul> <p>6.2 Implement compliance inspection on sales and marketing activities</p> <ul style="list-style-type: none"> <li>• Collect up-to-date sales records</li> <li>• Identify sales activities to inspect according to compliance monitoring system</li> <li>• Check if all relevant documents are in place before and after insurance policies are issued</li> <li>• Verify validity of insurance sales and relevant marketing personnel registrations</li> <li>• Inspect sales process, e.g. sales records, of sales and marketing personnel</li> <li>• Identify signs of breaches of compliance regulations (e.g. misrepresentation or illegal life policy replacement, etc.)</li> <li>• Track related operational data to extract all relevant details</li> <li>• Report suspected non-conformance activities according to monitoring procedures</li> </ul> <p>6.3 Carry out compliance inspection in accordance with corporate compliance guidelines and regulatory requirements</p> <ul style="list-style-type: none"> <li>• Inspect records and documents relevant to sales activities and marketing personnel</li> <li>• Determine signs of infringement of compliance regulations</li> <li>• Report suspicious non-compliance activities in accordance to monitoring procedures in timely manner.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to perform compliance inspection on sales and marketing activities in accordance with compliance guidelines and regulatory requirements</li> <li>• Able to locate potential breaches of compliance regulations</li> <li>• Able to report potential non-conformance activities with relevant supporting records.</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
| 8. Remarks | This unit of competency is also applicable to life and general insurers. |
|------------|--|

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |   |
|--|---|
| 1. Title                                       | Carry out compliance inspection on business activities of internal units  |
| 2. Code  | 105494L3  |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for implementing compliance inspections on business activities of internal units. It involves collecting compliance-related operational data, identifying non-compliance and reporting suspicious activities.  |
| 4. Level                                       | 3   |
| 5. Credit                                      | 4 (for reference only)  |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in compliance inspection</p> <ul style="list-style-type: none"> <li>• Understand regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Understand corporate compliance policies and guidelines</li> <li>• Familiarize with operations of business units</li> <li>• Understand code of conduct in insurance industry</li> </ul> <p>6.2 Carry out compliance inspection on activities of internal units</p> <ul style="list-style-type: none"> <li>• Collect up-to-date compliance-related operational records</li> <li>• Identify activities to inspect according to compliance monitoring system</li> <li>• Identify signs of breaches of compliance regulations</li> <li>• Track related operational records to extract all relevant details</li> <li>• Verify if corporate compliance guidelines are followed</li> <li>• Report suspected non-conformance activities according to monitoring procedures</li> </ul> <p>6.3 Carry out compliance inspection in accordance with corporate compliance guidelines and regulatory requirements</p> <ul style="list-style-type: none"> <li>• Inspect data and documents relevant to internal operations</li> <li>• Determine signs of infringement of compliance regulations</li> <li>• Report suspicious non-compliance activities in accordance to monitoring procedures in timely manner.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to perform compliance inspection on business activities of internal units in accordance with compliance guidelines and regulatory requirements</li> <li>• Able to locate potential breaches of compliance regulations</li> <li>• Able to report potential non-conformance activities with relevant supporting records.</li> </ul>  |
| 8. Remarks                                     | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |   |
|--|---|
| 1. Title                                       | Generate compliance reports   |
| 2. Code  | 105495L3  |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for producing compliance reports. It involves consolidating records of compliance findings, developing report contents according to required formats and providing relevant operation details.   |
| 4. Level                                       | 3   |
| 5. Credit                                      | 3 (for reference only)  |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in producing compliance reports</p> <ul style="list-style-type: none"> <li>• Aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Familiarize with channels, formats, timing and related requirements of compliance report</li> <li>• Comprehend corporate compliance policies and guidelines</li> <li>• Comprehend code of conduct in insurance industry</li> </ul> <p>6.2 Prepare compliance report</p> <ul style="list-style-type: none"> <li>• Use internal reporting channels to collect up-to-date compliance-related records</li> <li>• Consolidate records of compliance findings</li> <li>• Produce compliance report detailing compliance performance according to required formats</li> <li>• Provide details and time line of incidents</li> <li>• Provide supporting evidence on non-compliance findings</li> <li>• Provide recommendations on measures</li> </ul> <p>6.3 Produce compliance reports accurately and timely</p> <ul style="list-style-type: none"> <li>• Consolidate compliance report based on accurate and updated compliance requirement records collected through internal reporting channels</li> <li>• Develop compliance report with sufficient information and evidence on compliance and non-compliance performance.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to acquire relevant records through internal reporting channels</li> <li>• Able to describe non-compliance situations with supporting evidence</li> <li>• Able to produce compliance reports in accordance to required formats and in a timely manner.</li> </ul>  |
| 8. Remarks                                     | This unit of competency is also applicable to life and general insurers.  |

# **Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

## **QF Level 4**

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Service Delivery |  |
|--|--|
| 1. Title   | Conduct insurance placing on long term insurance programmes for customers  |
| 2. Code  | 105655L4   |
| 3. Range   | This unit of competency is applicable to those who are involved in insurance placing on long term insurance programmes. It involves identifying customers' needs, assisting customers in establishing their goals and objectives, researching insurance solutions for customers, advising customers on product selection and placing appropriate insurance policies with insurers in accordance with customers' needs.   |
| 4. Level   | 4  |
| 5. Credit  | 3 (for reference only)   |
| 6. Competency  | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge of insurance placing</p> <ul style="list-style-type: none"> <li>• Able to source different products from different insurers</li> <li>• Familiarize with insurance market and industry players</li> <li>• Able to apply analytical techniques to reveal customers' needs</li> </ul> <p>6.2 Conduct life insurance placing for customers</p> <ul style="list-style-type: none"> <li>• Collect relevant personal and financial details from customers</li> <li>• Understand and identify genuine needs of customers</li> <li>• Help identify the hidden needs of customers</li> <li>• Encourage customers to express their needs and expectations towards insurance products</li> <li>• Help customers establishing their objectives and goals</li> <li>• Develop risk profiles for customers</li> <li>• Research and analyze appropriate insurance solutions for customers</li> <li>• Explain to customers range of products and services available, as well as the respective fees and charging methodologies</li> <li>• Research products offered by insurers</li> <li>• Compare quotations, coverage and exclusions offered by different insurers</li> <li>• Negotiate with insurers to secure adequate insurance coverage for customers at the best price</li> <li>• Explain to customers product details, terms and conditions</li> <li>• Advise customers on product selection</li> <li>• Assist customers in placing the cover with insurers</li> <li>• Ensure insurers are implementing customers' instructions according to the agreed terms and conditions, as well as investment strategies if applicable</li> <li>• Update customers regularly on implementation of their instructions</li> </ul> <p>6.3 Identify customers' needs and match such needs with appropriate insurance products</p> <ul style="list-style-type: none"> <li>• Select appropriate insurance products based on evaluation of customers' needs, expectations and risk profiles</li> <li>• Research insurance products and explain relevant details, terms and conditions</li> <li>• Provide advice to assist customers in making an informed product selection</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
|                        | <ul style="list-style-type: none"> <li>• Place covers with insurers</li> <li>• Liaise with insurers to secure the best interest of customers at all times.</li> </ul>  |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analyze customers' needs and expectations to develop appropriate risk profiles and insurance solutions</li> <li>• Able to research products and services available</li> <li>• Able to negotiate with different insurers to secure proper coverage at the best price</li> <li>• Able to advise customers on product selections</li> <li>• Able to place insurance cover with insurers</li> <li>• Able to liaise with insurer to ensure customers' instructions are properly implemented according to the terms and conditions set forth in the insurance policies.</li> </ul> |
| 8. Remarks             |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Service Delivery |  |
|--|--|
| 1. Title   | Conduct general insurance placing for customers  |
| 2. Code  | 105656L4   |
| 3. Range   | This unit of competency is applicable to those who are involved in insurance placing on general insurance programmes. It involves identifying customers' needs, advising customers on risk management approaches, researching insurance solutions for customers, advising customers on product selection and placing appropriate insurance policies with insurers in accordance with customers' needs and risk management strategies.  |
| 4. Level   | 4  |
| 5. Credit  | 3 (for reference only)   |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance placing</p> <ul style="list-style-type: none"> <li>• Able to source different products from different insurers</li> <li>• Familiarize with insurance market and industry players</li> <li>• Able to apply analytical techniques to reveal customers' needs</li> <li>• Able to apply analytical methods to determine operating challenges and opportunities of different industries</li> </ul> <p>6.2 Conduct general insurance placing for customers</p> <ul style="list-style-type: none"> <li>• Collect relevant personal, financial and industry details from customers</li> <li>• Understand and identify genuine needs of customers</li> <li>• Encourage customers to express their needs and expectations towards insurance products</li> <li>• Advise customers on risk management approaches, e.g. risk mitigation strategies</li> <li>• Research products offered by insurers</li> <li>• Prepare necessary correspondences for insurance underwriters and surveyors for complex insurance cases</li> <li>• Compare quotations, coverage and exclusions offered by different insurers</li> <li>• Negotiate with insurers to secure adequate insurance coverage for customers at the best price</li> <li>• Advise customers on product selection</li> <li>• Assist customers in placing the cover with insurers</li> <li>• Keep up with changes in both insurance market and customers' industries</li> <li>• Perform policy review and needs analysis from time to time with customers</li> <li>• Provide recommendations to customers in light of review findings</li> </ul> <p>6.3 Identify customers' needs and match such needs with appropriate insurance products</p> <ul style="list-style-type: none"> <li>• Select appropriate insurance products based on evaluation of customers' needs, expectations and risk profiles</li> <li>• Research insurance products and explain relevant details, terms and conditions</li> <li>• Provide advice to assist customers in making an informed product selection</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
|                        | <ul style="list-style-type: none"> <li>• Place cover with insurers</li> <li>• Liaise with insurers to secure the best interest of customers at all times.</li> </ul>  |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analyze customers' needs and expectations to develop appropriate risk profiles and insurance solutions</li> <li>• Able to suggest effective risk management approaches</li> <li>• Able to research products and services available</li> <li>• Able to negotiate with different insurers to secure proper coverage at the best price</li> <li>• Able to advise customers on product selection</li> <li>• Able to place insurance covers with insurers</li> <li>• Able to liaise with insurers to ensure customers' instructions are properly implemented according to the terms and conditions set forth in the insurance policies.</li> </ul> |
| 8. Remarks             |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Service Delivery |  |
|--|--|
| 1. Title   | Monitor customer accounts  |
| 2. Code  | 105657L4   |
| 3. Range   | This unit of competency is applicable to those who are responsible for monitoring customer accounts. It involves maintaining up-to-date customer profiles, reviewing customer accounts to reveal future needs, comparing current risk exposures against customer risk profiles and risk management strategies, and assisting customers in revising insurance programmes on need basis.   |
| 4. Level   | 4  |
| 5. Credit  | 2 (for reference only)   |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance placing</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market and industry players</li> <li>• Able to apply analytical techniques to reveal customers' needs</li> <li>• Able to use computerized systems to manage customer accounts</li> </ul> <p>6.2 Monitor customer accounts</p> <ul style="list-style-type: none"> <li>• Establish regular communication channels with customers</li> <li>• Maintain up-to-date customer profiles</li> <li>• Foresee customers' future insurance needs, e.g. policy renewals</li> <li>• Review customer insurance programmes against external environments</li> <li>• Compare current levels of risk exposure against risk profiles and respective risk management strategies</li> <li>• Provide comprehensive updates and explanations for customers on their insurance programmes</li> <li>• Assist customers in revising insurance programmes on need basis</li> <li>• Maintain complete records on risk assessment and relevant actions taken</li> </ul> <p>6.3 Monitor customer insurance programmes against their expectations</p> <ul style="list-style-type: none"> <li>• Update customers on the implementation of their insurance programmes on regular basis</li> <li>• Ensure customer insurance programmes are implemented in accordance with their risk profiles and risk management strategies.</li> </ul> |
| 7. Assessment Criteria                               | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to maintain regular communications with customers</li> <li>• Able to update customer profiles</li> <li>• Able to evaluate customers' risk exposures against their risk profiles and risk management strategies.</li> <li>• Able to assist customers in making necessary changes to their current insurance programme.</li> </ul>  |
| 8. Remarks   |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Customer Relationship Management |   |
|--|---|
| 1. Title                                     | Implement customer relationship campaigns   |
| 2. Code                                      | 105499L4  |
| 3. Range                                     | This unit of competency is applicable to those who are responsible for implementing customer relationship campaigns. It involves the application of basic project management skills to implement customer relationship campaigns.   |
| 4. Level                                     | 4   |
| 5. Credit                                    | 3 (for reference only)  |
| 6. Competency                                | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in customer relationship management</p> <ul style="list-style-type: none"> <li>• Familiarize with components of CRM campaign</li> <li>• Comprehend corporate CRM strategy</li> <li>• Comprehend details of CRM campaigns</li> <li>• Apply basic project management skills</li> </ul> <p>6.2(a) Plan for implementation</p> <ul style="list-style-type: none"> <li>• Identify objectives of campaigns</li> <li>• Identify profiles of target customers</li> <li>• Breakdown campaigns into implementation tasks</li> <li>• Define deliverables and timeline</li> </ul> <p>6.2(b) Implement customer relationship campaigns</p> <ul style="list-style-type: none"> <li>• Coordinate with other responsible personnel to carry out tasks</li> <li>• Ensure intended customer interaction experience are created</li> <li>• Complete deliverables on time</li> <li>• Keep expenses within budget</li> <li>• Ensure campaigns follow corporate CRM strategy</li> <li>• Ensure campaigns comply with regulatory requirements, e.g. Personal Data Privacy Ordinance</li> <li>• Report progress to superior at appropriate time intervals</li> <li>• Coordinate amongst units to collect data to evaluate promotional effectiveness</li> </ul> <p>6.3 Implement effective customer relationship campaigns to achieve objectives defined in CRM strategy</p> <ul style="list-style-type: none"> <li>• Carry out tasks involved in customer relationship campaign according to pre-defined work breakdown, timelines and budget</li> <li>• Execute tasks according to CRM strategy to achieve intended objectives.</li> </ul> |
| 7. Assessment Criteria                       | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to determine guidelines and allocate responsibilities of customer relationship campaigns</li> <li>• Able to coordinate with responsible units in completing assignments</li> <li>• Able to adhere to predefined guidelines to achieve objectives.</li> </ul>   |
| 8. Remarks                                   | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Customer Relationship Management |   |
|--|---|
| 1. Title                                     | Publish newsletters for customers   |
| 2. Code                                      | 105500L4  |
| 3. Range                                     | This unit of competency is applicable to those who are responsible for producing newsletters for existing and potential customers. It involves planning for newsletter productions and creation of newsletters in printed or online format.   |
| 4. Level                                     | 4   |
| 5. Credit                                    | 3 (for reference only)  |
| 6. Competency                                | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in newsletter productions</p> <ul style="list-style-type: none"> <li>• Understand corporate marketing strategy</li> <li>• Understand corporate marketing communications strategy</li> <li>• Familiarize with printed and online newsletter productions</li> <li>• Comprehend timeline and budget for productions</li> <li>• Be alert to regulatory and ethical requirements</li> </ul> <p>6.2 (a) Plan for newsletter productions</p> <ul style="list-style-type: none"> <li>• Identify objectives of newsletters, e.g. regular communications, introduction of new service</li> <li>• Identify target readers</li> <li>• Identify project teams</li> <li>• Identify key elements</li> <li>• Identify presentation approaches</li> <li>• Develop newsletter templates</li> <li>• Identify sources of contents</li> <li>• Develop workflow</li> </ul> <p>6.2 (b) Produce newsletters</p> <ul style="list-style-type: none"> <li>• Ensure adherence to established workflow</li> <li>• Coordinate amongst units to gather information</li> <li>• Develop contents to convey intended messages and image</li> <li>• Arrange editing of contents</li> <li>• Ensure formats, language, writing styles of newsletters are consistent with corporate marketing communications strategy</li> <li>• Ensure content originality</li> <li>• Produce newsletters in printed or online format on time</li> <li>• Keep expenses within budget</li> <li>• Obtain approval from superior for distribution</li> <li>• Distribute newsletters according to prescribed format</li> </ul> <p>6.3 Publish newsletters to effectively achieve intended marketing objectives</p> <ul style="list-style-type: none"> <li>• Compile newsletter elements to clearly convey intended messages and image to target customers</li> <li>• Provide correct and valid newsletter contents</li> <li>• Publish newsletters in prescribed format on time and within budget.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 7. Assessment Criteria | The integrated outcome requirements of this unit of competency are: <ul style="list-style-type: none"><li>• Able to address and fulfill the objectives of newsletter publication</li><li>• Able to produce original newsletters that project the intended ideas consistently with corporate strategy</li><li>• Able to publish newsletters within the budget and time constraint.</li></ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Customer Relationship Management |  |
|--|--|
| 1. Title                                     | Design and carry out customer satisfaction surveys   |
| 2. Code                                      | 105501L4   |
| 3. Range                                     | This unit of competency is applicable to those who are responsible for developing and launching customer satisfaction survey. It involves collection of customers' opinions on relevant insurance products/services to maximize current customer retention and facilitate products/services enhancement.   |
| 4. Level                                     | 4  |
| 5. Credit                                    | 3 (for reference only)   |
| 6. Competency                                | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in customer satisfaction survey</p> <ul style="list-style-type: none"> <li>• Understand concepts and applications of customer satisfaction survey</li> <li>• Comprehend how customer satisfaction survey facilitates insurers to evaluate products/services quality</li> <li>• Define survey intents and scopes</li> <li>• Familiarize with different communication channels</li> </ul> <p>6.2(a) Design customer satisfaction surveys</p> <ul style="list-style-type: none"> <li>• Define objectives to conduct customer satisfaction surveys</li> <li>• Determine variables to facilitate segmentation for data analysis</li> <li>• Identify specific information required from the surveys</li> <li>• Decide timeframe and frequency for the implementation of surveys</li> <li>• Estimate relevant cost and resource requirements for administering the survey</li> <li>• Engage with service providers if expertise does not rest with management department</li> <li>• Select appropriate survey formats to obtain relevant information: <ul style="list-style-type: none"> <li>➤ face-to-face interviews</li> <li>➤ telephone surveys</li> <li>➤ written surveys through mail/email</li> </ul> </li> <li>• Determine sample sizes and sample frames for the surveys</li> <li>• Design survey questions</li> </ul> <p>6.2(b) Launch customer satisfaction surveys</p> <ul style="list-style-type: none"> <li>• Pretest customer satisfaction to evaluate effectiveness of surveys in obtaining customer opinion</li> <li>• Coordinate with relevant units/external service providers to launch surveys through predefined channels</li> <li>• Employ appropriate methods for data analysis</li> <li>• Compile survey reports to elaborate survey findings</li> <li>• Evaluate effectiveness of customer satisfaction surveys based on the quality and quantity of collected information</li> </ul> <p>6.3 Carry out customer satisfaction surveys to assist evaluation of product and service qualities</p> <ul style="list-style-type: none"> <li>• Design customer satisfaction surveys with relevant data variables to achieve</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
|                        | <p>survey objectives</p> <ul style="list-style-type: none"> <li>• Engage relevant personnel to administer the surveys</li> <li>• Compile reports to discuss survey findings and respective implications on the survey objectives.</li> </ul>   |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to determine objectives of customer satisfaction surveys</li> <li>• Able to identify elements of customer satisfaction surveys with reference to objectives and relevant information extraction techniques</li> <li>• Able to engage competent personnel to administer the surveys</li> <li>• Able to compile obtained data to carry out analysis</li> <li>• Able to review and fine tune customer satisfaction surveys based on quality and quantity of collected information</li> </ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Claims > Claims Processing |  |
|----------------------------|--|
| 1. Title                   | Assist customers in making their claims  |
| 2. Code                    | 105658L4   |
| 3. Range                   | This unit of competency is applicable to those who are responsible for assisting customers in making their claims. It involves advising the customers on whether claim can be made, assisting customers in making their claims and liaising with insurers to support the claims process.   |
| 4. Level                   | 4  |
| 5. Credit                  | 2 (for reference only)   |
| 6. Competency              | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance industry</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend claims procedures of insurers</li> </ul> <p>6.2 Assist customers in making their claims</p> <ul style="list-style-type: none"> <li>• Advise customers whether and when they will need to make their claims</li> <li>• Assist customers in making their claims according to insurers' claim procedures</li> <li>• Request insurers to reinstate sum insured</li> <li>• Review terms and conditions of insurance policies with customers to ensure maximum claims recoveries are sought</li> <li>• Liaise with independent specialists to support the claims if necessary</li> <li>• Review with clients the settlement offer provided by insurers and provide recommendations</li> <li>• Advise customers in the events of claims being disputed or rejected</li> </ul> <p>6.3 Provide appropriate and prompt assistance to customers in making insurance claims</p> <ul style="list-style-type: none"> <li>• Advise customers whether claims can be made according to the terms and conditions set forth in the insurance policies</li> <li>• Support customers to make their claims according to insurer claims procedures</li> <li>• Ensure customers' interests are properly protected.</li> </ul> |
| 7. Assessment Criteria     | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to advise customers in determining whether and how they will make claims</li> <li>• Able to assist customers in filing their claims according to insurers' claim procedures</li> <li>• Able to liaise with independent specialists to support the claims process</li> <li>• Able to liaise with insurers to ensure that customers' interests are properly protected according to the terms and conditions set forth in the insurance policies.</li> </ul>   |
| 8. Remarks                 |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance and Ethics Education |   |
|--|---|
| 1. Title   | Promote staff compliance awareness  |
| 2. Code  | 105518L4  |
| 3. Range   | This unit of competency is applicable to those who are responsible for promoting compliance awareness in the company. It involves liaising and working with business units to promote the importance of compliance and ensure procedures are established in the units to avoid non-compliance.  |
| 4. Level   | 4   |
| 5. Credit  | 3 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in corporate compliance requirements</p> <ul style="list-style-type: none"> <li>• Understand regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate compliance policy and guidelines</li> <li>• Comprehend compliance requirements of business units</li> <li>• Comprehend the code of conduct in insurance industry</li> <li>• Possess effective communication skills</li> </ul> <p>6.2 Promote compliance awareness to different units</p> <ul style="list-style-type: none"> <li>• Liaise with different units to promote compliance awareness in their work flow</li> <li>• Work with different units to identify potential non-compliance in day-to-day operations and causes of such non-compliance</li> <li>• Suggest ways to avoid non-compliance</li> <li>• Seek advice from relevant personnel potential non-compliant situations cannot be rectified</li> </ul> <p>6.3 Promote compliance awareness in accordance with corporate compliance policy and regulatory requirements</p> <ul style="list-style-type: none"> <li>• Promote compliance awareness among different units through formal and informal communications</li> <li>• Identify and rectify non-compliance situations.</li> </ul> |
| 7. Assessment Criteria                               | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to coordinate with relevant units to enforce compliance in operations</li> <li>• Able to determine incidents and causes for non-compliant behaviors</li> <li>• Able to rectify non-compliant situations with relevant personnel.</li> </ul>  |
| 8. Remarks   | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Internal Audit |   |
|-------------------------------------|---|
| 1. Title                            | Conduct internal audits   |
| 2. Code                             | 105519L4  |
| 3. Range                            | This unit of competency is applicable to those who are responsible for conducting internal audits. It involves observing operations of business units, examining documents and records, identifying non-conforming activities and following up with units to resolve non-compliance issues.   |
| 4. Level                            | 4   |
| 5. Credit                           | 4 (for reference only)  |
| 6. Competency                       | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in audit procedures</p> <ul style="list-style-type: none"> <li>• Understand regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Understand corporate risk management strategy</li> <li>• Comprehend audit system</li> <li>• Familiarize with operations of different business units</li> <li>• Comprehend audit operation work flow</li> </ul> <p>6.2 Conduct internal audits</p> <ul style="list-style-type: none"> <li>• Liaise with company units to arrange time for audits</li> <li>• Prepare checklists for audit items</li> <li>• Visit company units to observe operations, examine documents and records to see if relevant procedures and guidelines are followed</li> <li>• Identify activities that do not conform with procedures and guidelines</li> <li>• Identify activities that may impose potential risks to the company</li> <li>• Clarify with company units on issues that are not clear</li> <li>• Record audit findings with supporting evidence</li> <li>• Consolidate findings to compile audit report</li> <li>• Provide recommendations on measures</li> <li>• Follow up with company units on issues that are not resolved at the time of audit</li> </ul> <p>6.3 Conduct audit in accordance with audit procedures</p> <ul style="list-style-type: none"> <li>• Conduct visits to company units to observe operations and inspect documents to determine if relevant procedures and guidelines are adopted</li> <li>• Identify suspicious activities that may impose potential risks</li> <li>• Compile audit report recording audit findings with supporting evidence</li> <li>• Coordinate with company units to resolve unsettled issues at time of audit.</li> </ul> |
| 7. Assessment Criteria              | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to inspect audit operations and documents for conformance to relevant procedures and guidelines</li> <li>• Able to identify potential non-compliance with corporate procedures and</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | guidelines <ul style="list-style-type: none"><li>• Able to consolidate audit findings into comprehensive reports</li><li>• Able to follow up with relevant units to solve necessary issues.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Internal Audit |   |
|-------------------------------------|---|
| 1. Title                            | Produce audit reports   |
| 2. Code                             | 105520L4  |
| 3. Range                            | This unit of competency is applicable to those who are responsible for producing audit reports. It involves generating, maintaining and analyzing audit reports.  |
| 4. Level                            | 4   |
| 5. Credit                           | 3 (for reference only)  |
| 6. Competency                       | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in audit procedures</p> <ul style="list-style-type: none"> <li>• Understand regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend audit system</li> <li>• Familiarize with operations of different business units</li> <li>• Comprehend audit operation work flow</li> <li>• Understand corporate risk management strategy</li> </ul> <p>6.2 Produce audit reports</p> <ul style="list-style-type: none"> <li>• Maintain audit reports in audit systems</li> <li>• Produce consolidated reports for performance improvement purposes</li> <li>• Analyze audit reports to evaluate conformance performance</li> <li>• Analyze audit reports to identify repeated occurrence of non-conformance activities</li> <li>• Analyze audit reports to reveal potential emergence of new risks</li> <li>• Identify operational areas required to be improved</li> <li>• Provide recommendations for operational areas required to be improved</li> </ul> <p>6.3 Manage audit reports in accordance with company procedure</p> <ul style="list-style-type: none"> <li>• Produce consolidated audit reports for performance evaluation in accordance to audit system</li> <li>• Identify non-compliance activities and potential risks</li> <li>• Provide recommendations for operational areas required to be improved.</li> </ul> |
| 7. Assessment Criteria              | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to develop audit reports in accordance with audit system</li> <li>• Able to analyze audit reports for conformance performance and non-conformance activities</li> <li>• Able to identify weaknesses and improve in business operations.</li> </ul>   |
| 8. Remarks                          | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Human Resources |  |
|--|--|
| 1. Title   | Conduct induction training for newly joined staff  |
| 2. Code  | 105522L4   |
| 3. Range   | This unit of competency is applicable to those who are responsible for conducting induction training. It involves consolidating the lists of staff members to be trained, coordinating the training sessions, and providing relevant corporate and operational information during the sessions to facilitate work commencement of the staff members.   |
| 4. Level   | 4  |
| 5. Credit  | 2 (for reference only)   |
| 6. Competency                                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in human resources management</p> <ul style="list-style-type: none"> <li>• Familiarize with corporate development strategy</li> <li>• Familiarize with corporate operational procedures</li> <li>• Understand relevant regulatory requirements, e.g. employment ordinance</li> </ul> <p>6.2 Conduct staff induction training</p> <ul style="list-style-type: none"> <li>• Work with relevant personnel to consolidate the lists of newly joined staff members</li> <li>• Schedule training sessions</li> <li>• Arrange staff members to attend the training</li> <li>• Introduce corporate culture and values</li> <li>• Brief staff members on operational procedures, e.g. organization structure, HR policies, compliance requirements, etc.</li> <li>• Handle staff enquiries during sessions</li> <li>• Provide channels for future assistance</li> </ul> <p>6.3 Provide necessary information for newly joined staff members</p> <ul style="list-style-type: none"> <li>• Ensure staff members understand the operational details presented in the training session</li> <li>• Ensure staff members aware of the channels for assistance.</li> </ul> |
| 7. Assessment Criteria                           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to find out newly joined staff members to be trained</li> <li>• Able to coordinate the training sessions</li> <li>• Able to provide relevant corporate and operational information for staff members.</li> </ul>  |
| 8. Remarks                                       | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > IT Support |   |
|---|---|
| 1. Title                                    | Provide user support for insurance computerized systems   |
| 2. Code                                     | 105523L4  |
| 3. Range                                    | This unit of competency is applicable to those who are responsible for providing day-to-day user support in general IT applications as well as dedicated insurance computerized systems. It involves communicating with users to understand the problems, determining the causes of the problems, providing remedies to the problems, identifying common problems faced by users and provide recommendations to minimize the recurrence of problems.  |
| 4. Level                                    | 4   |
| 5. Credit                                   | 3 (for reference only)  |
| 6. Competency                               | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in information technology management</p> <ul style="list-style-type: none"> <li>• Possess solid knowledge in IT applications</li> <li>• Possess customer service skills</li> <li>• Understand insurance terminologies</li> </ul> <p>6.2(a) Assist users in resolving their problems in using IT applications and dedicated insurance computerized systems</p> <ul style="list-style-type: none"> <li>• Communicate with users to understand the problems they are facing</li> <li>• Determine causes of the problems</li> <li>• Provide remedies to resolve the problems</li> <li>• Report to superior should unexpected situations arise</li> <li>• Provide suggestions to users on how to avoid recurrence of problems</li> <li>• Follow up with users</li> </ul> <p>6.2(b) Consolidate problems and issues faced by users</p> <ul style="list-style-type: none"> <li>• Maintain service logs to record the problems</li> <li>• Report to superiors common problems and issues encountered by users</li> <li>• Provide suggestions on possible remedies to minimize the problems, e.g. demonstration, training, etc.</li> </ul> <p>6.3 Provide day-to-day user support in a timely and professional manner</p> <ul style="list-style-type: none"> <li>• Provide appropriate support to assist users in resolving their problems with IT applications and dedicated insurance computerized systems in a timely manner</li> <li>• Provide easy-to-understand recommendations to users on how to avoid recurrence of problems</li> <li>• Identify common problems and issues encountered by users and provide recommendations to minimize the recurrence of problems.</li> </ul> |
| 7. Assessment Criteria                      | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to provide appropriate support to assist users in resolving their problems with IT applications and dedicated insurance computerized systems in a timely manner</li> <li>• Able to provide easy-to-understand recommendations to users on how to avoid recurrence of problems</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
|            | <ul style="list-style-type: none"><li>• Able to identify common problems and issues encountered by users and provide recommendations to minimize the recurrence of problems.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.   |

# **Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

## **QF Level 5**

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Force Development and Management |   |
|--|---|
| 1. Title   | Manage responsible and ethical advisory activities  |
| 2. Code  | 105659L5  |
| 3. Range   | This unit of competency is applicable to those who are responsible for managing advisory activities. It involves ensuring advisory-related operations carried out by individual brokers comply with company, regulatory, legal and ethical requirements.  |
| 4. Level   | 5   |
| 5. Credit  | 4 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in responsible and ethical selling</p> <ul style="list-style-type: none"> <li>• Knowledgeable about insurance market</li> <li>• Familiarize with insurers' products and target segments</li> <li>• Comprehend legal, regulatory, and ethical requirements pertaining to insurance sales and advisory activities</li> <li>• Familiarize with potential impact of social and ethical concerns towards insurance sales and advisory functions</li> </ul> <p>6.2(a) Manage sales operations to comply with legal, regulatory, and ethical requirements</p> <ul style="list-style-type: none"> <li>• Establish company's standard code of practice</li> <li>• Introduce code of practice to brokers</li> <li>• Coach brokers to follow the code of practice</li> <li>• Set up mechanism to monitor advisory activities to ensure compliance</li> </ul> <p>6.2(b) Deal with non-compliance incidents</p> <ul style="list-style-type: none"> <li>• Identify behaviors failing to comply with requirements</li> <li>• Apply corrective actions to rectify situation</li> <li>• Educate relevant staff the significance of compliance</li> <li>• Follow up to ensure non-compliance issues are dealt with</li> </ul> <p>6.2(c) Propose recommendations to promote better compliance</p> <ul style="list-style-type: none"> <li>• Review operations in light of changing legal, regulatory and ethical requirements</li> <li>• Propose recommendations to improve company procedures based on review findings</li> <li>• Propose recommendations to enhance brokers' sensitivity towards legal, regulatory and ethical requirements.</li> </ul> <p>6.3 Set up guidelines on sales operation</p> <ul style="list-style-type: none"> <li>• Establish precise standard code of practice that adheres to legal, regulatory, and ethical requirements</li> <li>• Monitor the implementation of the company guidelines on advisory operations</li> <li>• Respond to non-compliance through corrective measures, procedure revisions and increased awareness to legal, regulatory and ethical requirements.</li> </ul> |
| 7. Assessment Criteria   | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify areas of advisory operations that require governing mechanisms</li> <li>• Able to establish standard code of practice to induce staff compliance to</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
|            | <p>regulatory requirements</p> <ul style="list-style-type: none"><li>• Able to identify and rectify non-compliance incidents through education and operation revision</li><li>• Able to propose recommendations to enhance company procedures and brokers' sensitivity towards legal, regulatory and ethical requirements.</li></ul> |
| 8. Remarks |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Force Development and Management |  |
|--|--|
| 1. Title   | Apply coaching and mentoring skills to guide individual brokers  |
| 2. Code  | 105660L5   |
| 3. Range   | This unit of competency is applicable to those who are responsible for managing brokerage operations. It involves application of coaching and mentoring skills to guide individual brokers. It requires assessing the needs of individual brokers to plan the coaching and mentoring programmes, developing mutually agreed goals with brokers, and applying coaching and mentoring skills to guide the brokers to achieve agreed goals.   |
| 4. Level   | 5  |
| 5. Credit  | 3 (for reference only)   |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possesses knowledge of coaching and mentoring</p> <ul style="list-style-type: none"> <li>• Comprehend principles of coaching and mentoring</li> <li>• Familiarize with the processes of coaching and mentoring</li> <li>• Recognize limitations of coaching and mentoring</li> </ul> <p>6.2(a) Assess the needs of individual brokers</p> <ul style="list-style-type: none"> <li>• Identify strength and weaknesses of individual brokers</li> <li>• Align individual goals with organization objectives</li> <li>• Develop objectives of coaching and mentoring</li> <li>• Plan the coaching and mentoring programmes</li> </ul> <p>6.2(b) Deliver coaching and mentoring programmes</p> <ul style="list-style-type: none"> <li>• Develop mutually agreed goals with brokers</li> <li>• Arrange coaching and mentoring sessions</li> <li>• Monitor effectiveness of coaching and mentoring sessions</li> <li>• Review progress toward agreed goals</li> </ul> <p>6.2(c) Improve coaching and mentoring techniques</p> <ul style="list-style-type: none"> <li>• Review coaching and mentoring process from time to time</li> <li>• Identify and reinforce effective techniques to guide brokers based on review findings</li> </ul> <p>6.3 Apply effective coaching and mentoring skills to enhance individual performance</p> <ul style="list-style-type: none"> <li>• Design effective coaching and mentoring programme to cater the needs of individual brokers</li> <li>• Deliver effective coaching and mentoring programme to assist individual brokers in accomplishing predefined goals</li> <li>• Evaluate the effectiveness of coaching and mentoring techniques and improve as needed.</li> </ul> |
| 7. Assessment Criteria   | <p>The integrated outcome requirements of this unit of competency is:</p> <ul style="list-style-type: none"> <li>• Able to identify strengths and weaknesses of individual brokers and develop appropriate coaching and mentoring programmes accordingly</li> <li>• Able to deliver coaching and mentoring programmes to achieve mutually agreed targets</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to review and reinforce effective coaching and mentoring techniques based on process review.</li></ul> |
| 8. Remarks |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution > Sales Force Development and Management |  |
|---|--|
| 1. Title  | Improve brokers' advising skills   |
| 2. Code   | 105661L5   |
| 3. Range  | This unit of competency is applicable to those who are responsible for managing marketing and account servicing teams. It involves equipping the broker teams to better understand customers' needs, improving their abilities to match customers' needs with right products and improving their abilities to present proposals and close deals.   |
| 4. Level  | 5  |
| 5. Credit   | 3 (for reference only)   |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>1.1 Possess knowledge of insurance products</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend insurers' products, pricing levels and target segments</li> <li>• Understand customer buying behavior</li> </ul> <p>6.2(a) Assist brokers in better understanding customer needs</p> <ul style="list-style-type: none"> <li>• Develop brokers fact finding skills</li> <li>• Develop brokers' ability to listen and discern customers' needs</li> <li>• Develop brokers' ability to uncover needs that customers may not be aware of</li> </ul> <p>6.2(b) Improve brokers' ability to match customers' needs with right products</p> <ul style="list-style-type: none"> <li>• Train brokers' abilities to source up-to-date information of insurers' products and their unique features</li> <li>• Encourage brokers to compare competing products based on customers' needs</li> <li>• Train brokers to select appropriate products that match customers' needs and budgets</li> </ul> <p>6.2(c) Improve brokers' ability to present proposals and close deals</p> <ul style="list-style-type: none"> <li>• Assist brokers in enhancing presentation styles that leverage own strengths</li> <li>• Ensure brokers are able to present with confidence and empathy</li> <li>• Develop brokers' ability to establish trust and rapport with customers</li> <li>• Develop brokers' skills in handling objections</li> </ul> <p>6.3 Assist brokers in improving their selling skills effectively</p> <ul style="list-style-type: none"> <li>• Develop brokers' skills in evaluating customer needs</li> <li>• Develop brokers' understanding in different products to facilitate their abilities to select appropriate products</li> <li>• Develop brokers' presentation techniques to address to different customer requirements</li> <li>• Develop brokers' skills in establishing trust and rapport with customers</li> </ul> |
| 7. Assessment Criteria  | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to improve brokers' ability to understand customers' needs</li> <li>• Able to improve brokers' ability to recommend appropriate products in accordance with individual customer requirements</li> <li>• Able to improve brokers' ability to present proposals and secure sales</li> <li>• Able to improve brokers' ability to establish relationships with customers.</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
| 8. Remarks |  |
|------------|--|

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution > Sales Force Development and Management |   |
|---|---|
| 1. Title  | Support brokers to establish and expand customer bases  |
| 2. Code   | 105662L5  |
| 3. Range  | This unit of competency is applicable to those who are responsible for managing brokerage teams. It involves assessing brokers' character traits and skill sets, assisting brokers in identifying and converting prospects, and providing support to brokers to continually develop their customer bases.   |
| 4. Level  | 5   |
| 5. Credit   | 3 (for reference only)  |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance products</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend insurers' products and target segments</li> <li>• Understand customer buying behavior</li> </ul> <p>6.2(a) Assess broker's character traits and skill sets</p> <ul style="list-style-type: none"> <li>• Understand individual broker's character traits and skill sets</li> <li>• Assist brokers in identifying own strengths and weaknesses in connecting to customers and prospects</li> </ul> <p>6.2(b) Assist brokers in identifying prospects</p> <ul style="list-style-type: none"> <li>• Provide tools and training to facilitate brokers in identifying prospects</li> <li>• Assist brokers in prioritizing prospects according to the evaluated potentials and broker's confidence of converting them to customers</li> </ul> <p>6.2(c) Assist brokers in converting prospects</p> <ul style="list-style-type: none"> <li>• Provide training to facilitate brokers applying different approaches to connect with prospects</li> <li>• Assist brokers in resolving difficulties in approaching prospects</li> <li>• Assist brokers in resolving difficulties in converting prospects</li> </ul> <p>6.2(d) Strengthen brokers' ability to develop and maintain their customer bases</p> <ul style="list-style-type: none"> <li>• Support brokers to develop channels to reach out to more prospects</li> <li>• Train brokers to strengthen their abilities to convert prospects</li> </ul> <p>6.3 Assist individual brokers in establishing and expand their customer bases</p> <ul style="list-style-type: none"> <li>• Provide individual evaluations and necessary assistance to facilitate identification and conversion of prospects into customers</li> <li>• Provide necessary support to assist brokers in maintaining and expanding customer based through connecting and converting prospects.</li> </ul> |
| 7. Assessment Criteria  | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify brokers' strengths and weakness in relation to their connection with prospects</li> <li>• Able to assist brokers in identifying and convert prospects</li> <li>• Able to assist brokers in resolving difficulties in managing prospects</li> <li>• Able to support brokers in maintaining and expanding customer bases.</li> </ul>   |
| 8. Remarks  |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Force Development and Management |   |
|--|---|
| 1. Title   | Plan and manage continuing professional development (CPD) training  |
| 2. Code  | 105529L5  |
| 3. Range   | This unit of competency is applicable to those who are responsible for managing continuing professional development (CPD) training courses. It involves identifying development needs, designing training courses, coordinating with relevant parties to organize the courses, enrolling staff into the courses and evaluating training effectiveness upon completion of training.  |
| 4. Level   | 5   |
| 5. Credit  | 3 (for reference only)  |
| 6. Competency  | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge of CPD requirement for insurance practitioners</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Familiarize with statutory CPD requirements</li> <li>• Comprehend operating contexts of insurers</li> <li>• Able to use CPD tracking software</li> <li>• Able to review effectiveness of CPD training</li> </ul> <p>6.2(a) Plan CPD courses</p> <ul style="list-style-type: none"> <li>• Keep updated with regulatory requirements on CPD</li> <li>• Identify potential development areas for staff</li> <li>• Analyze development needs of staff against identified areas</li> <li>• Consolidate CPD training topics</li> <li>• Plan CPD courses based on identified topics</li> </ul> <p>6.2(b) Coordinate with relevant parties to deliver CPD training</p> <ul style="list-style-type: none"> <li>• Coordinate with training department to organize in-house CPD courses</li> <li>• Coordinate with suppliers if expertise does not rest with training department</li> <li>• Arrange staff to enroll for training</li> <li>• Arrange collection of feedbacks upon completion of training</li> <li>• Keep track of staff CPD hours by software or via training department</li> </ul> <p>6.2(c) Improve CPD course planning process continuously</p> <ul style="list-style-type: none"> <li>• Review effectiveness and efficiencies of CPD course planning process in light of staff feedbacks, as well as changing market environment and regulatory requirements</li> <li>• Improve CPD course planning process based on review findings</li> </ul> <p>6.3 Manage continuing professional development (CPD) training effectively</p> <ul style="list-style-type: none"> <li>• Design CPD training topics based on identified potential areas for development</li> <li>• Coordinate with different organizing units to prepare and deliver CPD training</li> <li>• Monitor staff training progress through software or training department</li> <li>• Evaluate effectiveness of the planning process of CPD courses based on staff feedbacks, changing market environment, and regulatory requirements.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 7. Assessment Criteria | The integrated outcome requirements of this unit of competency are: <ul style="list-style-type: none"><li>• Able to identify potential developmental needs of staff</li><li>• Able to collaborate with internal and external units in developing CPD courses</li><li>• Able to deliver necessary CPD trainings targeted at predefined needs</li><li>• Able to revise CPD course planning process based on staff feedbacks, changing market environment and regulatory requirements.</li></ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Sales and Distribution Management > Sales Force Development and Management |  |
|--|--|
| 1. Title   | Conduct performance appraisals to drive for performance  |
| 2. Code  | 105527L5   |
| 3. Range   | This unit of competency is applicable to those who are responsible for conducting performance appraisals and evaluating staff potentials. It involves analyzing staff performance to prepare for appraisals. It also requires reviewing performance, identifying areas for improvement, and developing action plans with staff during appraisal process.   |
| 4. Level   | 5  |
| 5. Credit  | 3 (for reference only)   |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of performance appraisal</p> <ul style="list-style-type: none"> <li>• Familiarize with company's performance appraisal mechanism</li> <li>• Comprehend performance expectation for individual positions, teams and organization</li> </ul> <p>6.2(a) Plan for performance appraisal</p> <ul style="list-style-type: none"> <li>• Gather performance records e.g. sales records, of staff members</li> <li>• Analyze performance against expectation</li> <li>• Assess reasons for success and failure</li> <li>• Prioritize discussion areas for appraisal</li> </ul> <p>6.2(b) Conduct performance appraisal</p> <ul style="list-style-type: none"> <li>• Review performance records with staff members</li> <li>• Identify areas out-performing expected levels</li> <li>• Identify areas requiring improvements</li> <li>• Obtain consensus on agreed performance standards, capability requirements and measures</li> <li>• Develop action plans with staff members to reinforce strengths and rectify problems</li> <li>• Follow up with coaching and mentoring if necessary</li> <li>• Monitor staff performance from time to time</li> </ul> <p>6.2(c) Improve performance appraisal process continuously</p> <ul style="list-style-type: none"> <li>• Review effectiveness of performance appraisal process in light of staff performance</li> <li>• Adjust process based on review findings</li> </ul> <p>6.3 Conduct effective performance appraisal to drive staff performance</p> <ul style="list-style-type: none"> <li>• Review performance with staff based on analysis of performance records, including areas of success and failure</li> <li>• Develop mutually agreement on performance standards, capability requirements and measures</li> <li>• Establish action plans to address different strategies in boosting performance</li> <li>• Monitor performance and supplement with necessary training programmes</li> <li>• Evaluate the effectiveness of appraisal policy based on staff performance.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
| 7. Assessment Criteria | The integrated outcome requirements of this unit of competency are: <ul style="list-style-type: none"><li>• Able to evaluate records for performance appraisal</li><li>• Able to communicate with staff to establish mutually agreed action plan for performance enhancement</li><li>• Able to monitor staff performance and provide supplementary assistance</li><li>• Able to revise performance appraisal process based on staff performance.</li></ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Customer Relationship Management |   |
|--|---|
| 1. Title                                     | Develop customer relationship campaigns   |
| 2. Code                                      | 105542L5  |
| 3. Range                                     | This unit of competency is applicable to those who are responsible for developing customer relationship campaigns. It involves the design and development of customer relationship campaigns that support the implementation of corporate CRM strategy.   |
| 4. Level                                     | 5   |
| 5. Credit                                    | 3 (for reference only)  |
| 6. Competency                                | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in customer relationship management</p> <ul style="list-style-type: none"> <li>• Familiarize with components of CRM campaigns</li> <li>• Comprehend corporate CRM strategy</li> <li>• Understand key drivers of customer group for the campaigns</li> <li>• Apply project management skills</li> </ul> <p>6.2(a) Develop customer relationship campaign</p> <ul style="list-style-type: none"> <li>• Decide objective of campaign, e.g. to attract potential customers</li> <li>• Analyze profile of target customers</li> <li>• Decide the number of target customers to reach</li> <li>• Design customer outreach activities, e.g. email blast, roadshow</li> <li>• Design customer interaction process</li> <li>• Decide what aspects of customers' records are to be collected</li> <li>• Define timeline for campaigns</li> <li>• Develop budget for campaigns</li> <li>• Set up indicators to measure campaign effectiveness</li> </ul> <p>6.2(b) Verify campaign</p> <ul style="list-style-type: none"> <li>• Ensure campaign follows corporate CRM strategy</li> <li>• Ensure campaign complies with regulatory requirements, e.g. Personal Data Privacy Ordinance</li> <li>• Obtain approval from management</li> </ul> <p>6.2(c) Introduce customer relationship campaigns</p> <ul style="list-style-type: none"> <li>• Present campaigns to supporting units</li> <li>• Review plans based on staff and customer feedbacks, as well as changing market environment</li> </ul> <p>6.3 Develop effective customer relationship campaigns targeting to objectives defined in CRM strategy</p> <ul style="list-style-type: none"> <li>• Design campaigns that effectively reaches out to the target customers to achieve the intended objectives</li> <li>• Develop campaigns with clearly defined activities, action timeline and budget</li> <li>• Adopt campaigns that is in line with corporate CRM strategy</li> <li>• Adopt campaigns that complies with regulatory requirements</li> <li>• Provide sufficient information regarding the campaigns to supporting units.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
| 7. Assessment Criteria | The integrated outcome requirements of this unit of competency are: <ul style="list-style-type: none"><li>• Able to develop customer relationship campaigns with precise objectives, target customers, activities, budget and timeline to achieve corporate CRM strategy</li><li>• Able to design campaigns in compliance with regulatory requirements</li><li>• Able to review plans based on staff and customer feedbacks and changing market environment.</li></ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Customer Relationship Management |   |
|--|---|
| 1. Title                                     | Manage corporate brand equity   |
| 2. Code                                      | 105543L5  |
| 3. Range                                     | This unit of competency is applicable to those who are responsible for developing brand management process. It involves evaluating brand positions, determining brand building strategies, determining brand elements and implementing building strategies via customer communications and interactions.  |
| 4. Level                                     | 5   |
| 5. Credit                                    | 4 (for reference only)  |
| 6. Competency                                | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in customer relationship management</p> <ul style="list-style-type: none"> <li>• Comprehend characteristics of insurance market</li> <li>• Define behavioural and attitudinal loyalty in insurance contexts</li> <li>• Comprehend corporate development strategy</li> <li>• Understand branding management in insurance</li> <li>• Comprehend features of product classes and target segments</li> <li>• Good knowledge of regulatory requirements</li> </ul> <p>6.2 Manage corporate brand equity</p> <ul style="list-style-type: none"> <li>• Evaluate position of corporate brand, e.g. brand values, brand mantra, etc. in targeted segments</li> <li>• Assess emotional connection of target segments towards corporate brand</li> <li>• Determine brand building strategies, e.g. to enhance emotional connections, to achieve top-o-f-mind awareness, etc.</li> <li>• Determine brand elements, such as name, logos, that are essential to promote differentiating benefits in customer communications</li> <li>• Develop activities to enhance brand associations</li> <li>• Explain brand building and/or enhancement strategy to train staff members of units that are interacting with customers to implement the brand building strategy</li> <li>• Correlate brand building/enhancement strategy with corporate marketing strategy</li> <li>• Review and fine-tune brand building/enhancement strategy in view of sales and distribution performance, as well as target customer feedbacks.</li> </ul> <p>6.3 Reinforce corporate brand equity to enhance business performance</p> <ul style="list-style-type: none"> <li>• Employ appropriate brand building/enhancement strategies to build or enhance brand value</li> <li>• Implement brand building/enhancement strategies via customer communications and customer interaction activities to drive sales performance.</li> </ul> |
| 7. Assessment Criteria                       | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to employ appropriate market research methods to evaluate position of corporate brand in targeted segments</li> <li>• Able to assess target customers' connections towards corporate brand</li> <li>• Able to identify essential brand elements and develop activities to build or enhance brand value</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to employ relevant personnel to implement brand building/enhancement in their communications and interactions with target customers.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Customer Relationship Management |   |
|--|---|
| 1. Title                                     | Design and launch secret customer programme   |
| 2. Code                                      | 105544L5  |
| 3. Range                                     | This unit of competency is applicable to those who are responsible for developing and launching secret customer programme. It involves collection of quantitative and qualitative feedbacks on customer experience and conditions and evaluation of operations in compliance with regulatory requirements through mystery shopping.   |
| 4. Level                                     | 5   |
| 5. Credit                                    | 3 (for reference only)  |
| 6. Competency                                | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in secret customer programme</p> <ul style="list-style-type: none"> <li>• Understand concepts and applications of mystery shopping</li> <li>• Comprehend corporate guidelines and relevant regulatory requirements</li> <li>• Define programme objectives and scopes</li> </ul> <p>6.2(a) Develop secret customer programme</p> <ul style="list-style-type: none"> <li>• Define objectives in conducting secret customer programme</li> <li>• Determine assessment criteria, e.g. sales process, customer service, etc.</li> <li>• Establish metrics in quantifying relevant products/services</li> <li>• Determine evaluation methods e.g. audio recording, onsite visits, online interaction, etc.</li> <li>• Decide timeframe and frequency for the implementation of programme</li> <li>• Estimate relevant cost and resource requirement for programme</li> <li>• Engage with service providers if expertise does not rest with management department</li> <li>• Identify sample size of secret customer programme</li> </ul> <p>6.2(b) Launch secret customer programme</p> <ul style="list-style-type: none"> <li>• Coordinate with relevant units/external service providers to launch secret customer programme based on predefined guidelines</li> <li>• Assess prescribed aspects of customer experience</li> <li>• Develop and support enhancement/corrective actions in response to the evaluation feedbacks</li> <li>• Evaluate effectiveness of secret customer programme regularly</li> </ul> <p>6.3 Carry out secret customer programme to assist evaluation of product and service qualities</p> <ul style="list-style-type: none"> <li>• Design secret customer programme with relevant assessment criteria to achieve prescribed objectives</li> <li>• Collaborate with management department or external service providers in conducting mystery shopping</li> <li>• Respond to evaluation outcomes with actionable measures.</li> </ul> |
| 7. Assessment Criteria                       | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to define objectives of carrying out secret customer programme</li> <li>• Able to identify the elements in developing secret customer programme,</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
|            | <p>including criteria, methodologies, timeline and budget</p> <ul style="list-style-type: none"><li>• Able to coordinate with relevant units in the design and implementation of programme</li><li>• Able to provide feasible suggestions to resolve problems identified through the programme</li><li>• Able to review and fine-tune secret customer programme regularly.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Marketing Management |  |
|----------------------------------|--|
| 1. Title                         | Develop corporate marketing communication strategy   |
| 2. Code                          | 105546L5   |
| 3. Range                         | This unit of competency is applicable to those who are responsible for developing corporate marketing communication strategy. It involves leveraging the marketing communication mix facilitate promotions to target markets.  |
| 4. Level                         | 5  |
| 5. Credit                        | 3 (for reference only)   |
| 6. Competency                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in marketing communication</p> <ul style="list-style-type: none"> <li>• Comprehend corporate marketing strategy</li> <li>• Comprehend features of products and/or services and target segments</li> <li>• Comprehend marketing communication mix</li> </ul> <p>6.2 (a) Develop marketing communication strategy</p> <ul style="list-style-type: none"> <li>• Define objectives of marketing communication</li> <li>• Analyze profiles of target segments</li> <li>• Evaluate organization's strengths and weaknesses</li> <li>• Assess how to reach target segments via marketing communication approaches</li> <li>• Identify advertising channels</li> <li>• Define personal selling approaches</li> <li>• Define scope of sales promotion activities</li> <li>• Define scope of public relations activities</li> <li>• Define direct marketing approaches</li> </ul> <p>6.2(b) Introduce marketing communication strategy</p> <ul style="list-style-type: none"> <li>• Present strategy in an easy-to-understand manner to staff</li> <li>• Develop guidelines for advertising, e.g. key channels to be used</li> <li>• Develop guidelines for personal selling approaches, e.g. different sales presentations for different products</li> <li>• Develop guidelines for sales promotion activities, e.g. types of promotions encouraged</li> <li>• Develop guidelines public relation activities, e.g. criteria for event sponsorships</li> <li>• Develop guidelines for direct marketing activities, e.g. telemarketing approach</li> <li>• Review strategy in light of changing market environment</li> </ul> <p>6.3 Develop marketing communication strategy that aligns with corporate marketing strategy</p> <ul style="list-style-type: none"> <li>• Develop marketing communication strategy that addresses predefined objectives</li> <li>• Explain strategy and related guidelines to staff in operation contexts</li> <li>• Evaluate and review strategy based on feedbacks from the changing environment.</li> </ul> |
| 7. Assessment Criteria           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify corporate objectives for corporate marketing communication</li> <li>• Able to identify areas in conducting marketing communication that require</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <p style="text-align: center;">governing guidelines and develop the related guidelines accordingly</p> <ul style="list-style-type: none"><li>• Able to introduce communication strategy and related guidelines to staff</li><li>• Able to review strategy based on changing market environment.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Marketing Management |  |
|----------------------------------|--|
| 1. Title                         | Manage corporate website   |
| 2. Code                          | 105549L5   |
| 3. Range                         | This unit of competency is applicable to those who are responsible for managing the contents of corporate website. It involves developing website update workflow, engaging relevant personnel to provide technical support, and work with relevant personnel to enhance corporate website to support individual marketing campaigns.  |
| 4. Level                         | 5  |
| 5. Credit                        | 3 (for reference only)   |
| 6. Competency                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in electronic marketing</p> <ul style="list-style-type: none"> <li>• Understand corporate marketing strategy</li> <li>• Understand website content management</li> <li>• Be alert to regulatory and ethical requirements on electronic marketing</li> </ul> <p>6.2 Manage corporate website</p> <ul style="list-style-type: none"> <li>• Develop website update workflow</li> <li>• Use a range of skills to determine the resources required to support the workflow</li> <li>• Develop approval authority of website update</li> <li>• Engage internal IT personnel or external professionals to provide technical website support</li> <li>• Work with relevant personnel to enhance corporate website to support individual marketing campaigns</li> <li>• Monitor hit rates of individual sections on website</li> <li>• Review and fine-tune website design based on hit rates and customer feedbacks</li> </ul> <p>6.3 Maintain corporate website to support online marketing communications and other marketing campaigns</p> <ul style="list-style-type: none"> <li>• Maintain up-to-date corporate information on website</li> <li>• Allow enhancement of website to support individual marketing campaigns</li> <li>• Fine-tune website design to facilitate better viewing experiences.</li> </ul> |
| 7. Assessment Criteria           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to develop workflow with appropriate approval procedures to facilitate corporate website update</li> <li>• Able to maintain up-to-date information on website</li> <li>• Able to work with relevant personnel to enhance corporate website to support individual marketing campaigns</li> <li>• Able to enhance corporate website to improve viewing experiences.</li> </ul>  |
| 8. Remarks                       | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Marketing Management |  |
|----------------------------------|--|
| 1. Title                         | Manage crisis communications   |
| 2. Code                          | 105550L5   |
| 3. Range                         | This unit of competency is applicable to those who are responsible for managing crisis communications. It involves planning for organizational response and handling all communications pertaining to a crisis.  |
| 4. Level                         | 5  |
| 5. Credit                        | 3 (for reference only)   |
| 6. Competency                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in crisis management</p> <ul style="list-style-type: none"> <li>• Comprehend crisis management approaches</li> <li>• Comprehend media handling techniques</li> <li>• Comprehend organizational structure to obtain up-to-date operational details</li> </ul> <p>6.2(a) Plan for crisis communications</p> <ul style="list-style-type: none"> <li>• Develop crisis classification by impact to reputation risk level</li> <li>• Develop key messages for response</li> <li>• Identify supporting information</li> <li>• Identify spokesperson</li> <li>• Consult stakeholders on key messages</li> <li>• Obtain approval from management on key messages</li> <li>• Coordinate with other units to plan remedial actions</li> </ul> <p>6.2(b) Handle crisis communications</p> <ul style="list-style-type: none"> <li>• Determine media to broadcast response</li> <li>• Ensure spokesperson comprehend response details</li> <li>• Disseminate key messages to all supporting units within organization</li> <li>• Ensure follow-up communications are consistent with key messages</li> <li>• Set up internal and external channels for further communications, e.g. up-to-date crisis details, questions, feedbacks</li> <li>• Ensure overall communications convey intended image, e.g. commitment to solve problems, professionalism, caring</li> <li>• Ensure timeliness of communications</li> </ul> <p>6.2(c) Review communication approach</p> <ul style="list-style-type: none"> <li>• Review efficiencies and effectiveness of overall crisis communication approach</li> <li>• Identify critical success factors</li> <li>• Formulate improvement plans for future crisis communications.</li> </ul> <p>6.3 Manage crisis communications effectively to uphold corporate image</p> <ul style="list-style-type: none"> <li>• Formulate appropriate key response messages prior to communications to uphold corporate image</li> <li>• Broadcast responses in appropriate media timely</li> <li>• Provide follow-up communications that are consistent with key messages</li> <li>• Improve future crisis management approach based on evaluation on effectiveness of handling approaches.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analyze crisis situation to develop appropriate responses from corporate perspectives</li> <li>• Able to develop an appropriate mix of communication methods to broadcast responses</li> <li>• Able to maintain efficient communication channels both internally and externally to facilitate information flow</li> <li>• Able to manage crisis communications process via appropriate communication methods and follow-up procedures</li> <li>• Able to evaluate effectiveness of the communication approaches and prepare for future crisis communications with improved approaches.</li> </ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance and Ethics Education |   |
|--|---|
| 1. Title   | Design and organize compliance training   |
| 2. Code  | 105578L5  |
| 3. Range   | This unit of competency is applicable to those who are responsible for designing and organizing compliance training in the company. It involves understanding compliance training needs, designing effective training programmes and delivery of training to company units.   |
| 4. Level   | 5   |
| 5. Credit  | 3 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in designing and organizing compliance training</p> <ul style="list-style-type: none"> <li>• Comprehend regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate compliance policy and guidelines</li> <li>• Comprehend regulatory requirements for different units</li> <li>• Comprehend codes of conduct in insurance industry</li> <li>• Possess skills in designing and organizing staff training</li> </ul> <p>6.2 Design and organize compliance training</p> <ul style="list-style-type: none"> <li>• Liaise with unit heads to identify compliance training needs (e.g.CPD requirements, changing regulatory requirements)</li> <li>• Analyze compliance training needs of different units</li> <li>• Design and develop corresponding compliance training programmes</li> <li>• Deliver compliance training to units</li> <li>• Liaise with unit heads to analyze training effectiveness</li> <li>• Review and revise training contents based on analysis results and in light of changing regulatory requirements</li> </ul> <p>6.3 Design and organize compliance training in accordance with current regulatory requirements and corporate compliance policies</p> <ul style="list-style-type: none"> <li>• Design training programmes with up-to-date regulatory requirements and in accordance with corporate compliance policies</li> <li>• Ensure compliance training programmes effectively assist company units in avoiding non-compliance.</li> </ul> |
| 7. Assessment Criteria                               | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify and analyze the needs for compliance training</li> <li>• Able to design compliance training programmes, that are in line with regulatory requirements and corporate compliance policies, for different units</li> <li>• Able to arrange the delivery of training programmes</li> <li>• Able to evaluate effectiveness of training programmes and improve as needed.</li> </ul>   |
| 8. Remarks   | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance and Ethics Education |   |
|--|---|
| 1. Title   | Analyze effectiveness of compliance training programmes   |
| 2. Code  | 105579L5  |
| 3. Range   | This unit of competency is applicable to those who are responsible for analyzing the effectiveness of compliance training programmes. It involves collecting and analyzing records on compliance training programmes, and improving the compliance training programmes based on the analysis results.   |
| 4. Level   | 5   |
| 5. Credit  | 3 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in monitoring effectiveness of compliance training programmes</p> <ul style="list-style-type: none"> <li>• Comprehend regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate compliance policy and guidelines</li> <li>• Comprehend regulatory requirements for different units in insurance company</li> <li>• Apply technical methods in analyzing effectiveness of compliance training programmes</li> </ul> <p>6.2 Evaluate effectiveness of compliance training programmes</p> <ul style="list-style-type: none"> <li>• Review objectives and design of compliance training programmes</li> <li>• Monitor execution of compliance training</li> <li>• Collect and analyze feedbacks from units on compliance training received</li> <li>• Evaluate compliance awareness in different company units</li> <li>• Evaluate compliance inspection records before and after compliance training</li> <li>• Analyze effectiveness of compliance training programmes</li> <li>• Identify areas for improvement</li> <li>• Refine training programme designs based on analysis results</li> </ul> <p>6.3 Evaluate compliance training programmes to ensure fulfillment of prescribed objectives</p> <ul style="list-style-type: none"> <li>• Define criteria for the evaluation of compliance training programmes</li> <li>• Perform analysis on compliance awareness and compliance inspection records based on feedbacks from relevant units to reflect training effectiveness</li> <li>• Review and fine-tune programme designs based on evaluation decisions.</li> </ul> |
| 7. Assessment Criteria                               | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify indicators that enable evaluation of training effectiveness</li> <li>• Able to assess effectiveness of compliance training programmes through analysis of compliance awareness and compliance inspection records</li> <li>• Able to adjust and refine programme designs based on conclusions of analysis.</li> </ul>   |
| 8. Remarks   | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |   |
|--|---|
| 1. Title                                       | Establish compliance monitoring system  |
| 2. Code  | 105580L5  |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for establishing compliance monitoring system. It involves assessing implications of compliance requirements, rules and regulations set forth by relevant regulatory bodies on day-to-day operations, integrating compliance requirements with operations, designing compliance monitoring framework and respective reporting lines, determining frequency of compliance inspections and establishing non-compliance reporting guidelines.   |
| 4. Level                                       | 5   |
| 5. Credit                                      | 6 (for reference only)  |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in establishing compliance monitoring policy</p> <ul style="list-style-type: none"> <li>• Comprehend corporate compliance and risk management policies</li> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Familiarize with operations of business units</li> </ul> <p>6.2(a) Establish compliance monitoring system</p> <ul style="list-style-type: none"> <li>• Assess implications of compliance requirements, rules and regulations set forth by relevant regulatory bodies on day-to-day operations</li> <li>• Integrate compliance requirements with operations</li> <li>• Design compliance monitoring framework for business units</li> <li>• Establish reporting lines for compliance implementation</li> <li>• Establish guidelines for reporting of non-compliance activities</li> <li>• Develop inspection mechanism</li> <li>• Determine frequencies of compliance inspection for different units</li> <li>• Encourage units to report potential compliance risks involved in their operations</li> </ul> <p>6.2(b) Implement compliance monitoring system</p> <ul style="list-style-type: none"> <li>• Educate business units on compliance monitoring mechanisms</li> <li>• Collect up-to-date compliance-related records</li> <li>• Evaluate effectiveness of compliance monitoring system</li> <li>• Fine-tune monitoring system based on evaluation results</li> </ul> <p>6.3 Ensure compliance monitoring system is in line with corporate compliance policy and regulatory requirements</p> <ul style="list-style-type: none"> <li>• Design compliance monitoring system with specifications on reports and inspection mechanism</li> <li>• Establish implementation and non-compliance reporting guidelines</li> <li>• Evaluate and adjust compliance monitoring system based on analysis of compliance-related records.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 7. Assessment Criteria | The integrated outcome requirements of this unit of competency are: <ul style="list-style-type: none"><li>• Able to develop compliance monitoring system that integrates regulatory requirements with operations</li><li>• Able to establish inspection mechanisms and guidelines for compliance implementation</li><li>• Able to review and fine-tune effectiveness of compliance monitoring system based on evaluation results.</li></ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |   |
|--|---|
| 1. Title                                       | Develop and maintain compliance manuals   |
| 2. Code  | 105581L5  |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for developing and maintaining compliance manuals. It involves integrating compliance requirements into daily operations, describing compliance requirements in operations in a step-by-step manner, integrating compliance conformance procedures into governance structure, and developing compliance guidelines.  |
| 4. Level                                       | 5   |
| 5. Credit                                      | 6 (for reference only)  |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in developing and maintaining compliance manuals</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate compliance policy</li> <li>• Alert to global trends on compliance and governance</li> <li>• Familiarize with operations of business units</li> <li>• Familiarize with corporate compliance monitoring system</li> <li>• Comprehend codes of conduct in insurance industry</li> </ul> <p>6.2(a) Develop and maintaining compliance manuals</p> <ul style="list-style-type: none"> <li>• Assess implications of compliance requirements, rules and regulations set forth by relevant regulatory bodies on day-to-day operations</li> <li>• Integrate compliance requirements with operations</li> <li>• Describe compliance requirements in operations in a step-by-step manner</li> <li>• Integrate compliance conformance procedures into governance structure</li> <li>• Develop compliance guidelines</li> <li>• Disseminate compliance manuals to staff</li> <li>• Provide guidance to staff in applying compliance guidelines</li> </ul> <p>6.2(b) Improve compliance manuals</p> <ul style="list-style-type: none"> <li>• Set up channels to obtain feedbacks on application of guidelines</li> <li>• Review contents of compliance manuals in light of changing regulatory requirements and business environment</li> <li>• Improve compliance manuals as appropriate</li> </ul> <p>6.3 Develop compliance manuals to support compliance implementation</p> <ul style="list-style-type: none"> <li>• Design step-by-step compliance manuals with relevant compliance requirements and guidelines with reference to governance structure</li> <li>• Establish channels for the collection of feedbacks on application of guidelines</li> <li>• Evaluate and adjust manual contents based on changing regulatory requirements and business environment.</li> </ul> |
| 7. Assessment                                  | The integrated outcome requirements of this unit of competency are:   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
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|            |  |
|------------|--|
| Criteria   | <ul style="list-style-type: none"><li>• Able to develop compliance manuals in accordance with corporate compliance policies and regulatory requirements</li><li>• Able to guide relevant units in the application of compliance guidelines</li><li>• Able to review and improve compliance manuals based on changing regulatory requirements and business environment.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |  |
|--|--|
| 1. Title                                       | Oversee compliance implementation  |
| 2. Code  | 105582L5   |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for overseeing compliance implementation. It involves educating staff on corporate compliance policy and up-to-date regulatory requirements, resolving problems that arise in day-to-day compliance implementation, and handling non-compliance activities timely and properly.   |
| 4. Level                                       | 5  |
| 5. Credit                                      | 5 (for reference only)   |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in overseeing implementation of compliance</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate compliance policy</li> <li>• Familiarize with operations of business units</li> </ul> <p>6.2 Oversee compliance implementation</p> <ul style="list-style-type: none"> <li>• Educate staff on corporate compliance policy and up-to-date regulatory requirements</li> <li>• Train compliance enforcement staff in applying compliance guidelines to carry out monitoring activities</li> <li>• Resolve problems that arise in day-to-day compliance implementation</li> <li>• Identify non-compliance activities</li> <li>• Advise appropriate follow-up actions with expected outcomes for non-compliance activities</li> <li>• Identify areas of improvement in compliance implementation</li> <li>• Provide recommendations to improve compliance guidelines and respective monitoring mechanisms as needed</li> </ul> <p>6.3 Ensure compliance is implemented in accordance with corporate compliance policy and regulatory requirements</p> <ul style="list-style-type: none"> <li>• Educate compliance enforcement staff the application of compliance guidelines to their monitoring activities</li> <li>• Identify and resolve non-compliance situations</li> <li>• Evaluate and adjust compliance guidelines and monitoring mechanisms as necessary.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to implement compliance in business units through education and supervision from compliance enforcement staff</li> <li>• Able to manage the monitoring of compliance operations</li> <li>• Able to rectify non-compliance activities with appropriate follow-up actions</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to provide recommendations on compliance guidelines and respective monitoring mechanisms for revision and improvement.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |   |
|--|---|
| 1. Title                                       | Monitor and evaluate compliance risks   |
| 2. Code  | 105583L5  |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for monitoring and evaluating existing and potential compliance risks. It involves identifying potential compliance risks in different business units, providing recommendations and solutions to resolve compliance risks.  |
| 4. Level                                       | 5   |
| 5. Credit                                      | 5 (for reference only)  |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in monitoring and evaluating compliance risks</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Alert to global trends on compliance and governance</li> <li>• Comprehend corporate compliance and risk management policies</li> <li>• Familiarize with operations of business units</li> <li>• Possess sound knowledge in risk management</li> </ul> <p>6.2 Monitor and evaluate compliance risks</p> <ul style="list-style-type: none"> <li>• Liaise with different company units to analyze daily operations from compliance conformance perspective</li> <li>• Identify potential non-compliance that may arise in the day-to-day operations of different units</li> <li>• Analyze likelihood and severity of damages from non-compliance activities</li> <li>• Work with relevant risk management units to establish risk management mechanisms</li> <li>• Work with different units to avoid non-compliance in daily operations and minimize compliance risks</li> <li>• Provide recommendations and solutions to resolve compliance risks</li> </ul> <p>6.3 Ensure effective monitoring and evaluation of compliance risks</p> <ul style="list-style-type: none"> <li>• Identify potential non-compliance activities through regular communications with different units</li> <li>• Determine possibility and impacts of non-compliance activities</li> <li>• Collaborate with relevant units to establish risk management mechanisms and minimize compliance risks.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to liaise with different units to monitor compliance conformance in operations</li> <li>• Able to identify potential non-compliance situations in operations</li> <li>• Able to evaluate the relevant consequences from non-compliance activities</li> <li>• Able to coordinate with relevant units to reduce compliance risks.</li> </ul>   |

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|            |  |
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| 8. Remarks | This unit of competency is also applicable to life and general insurers. |
|------------|--|

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |  |
|--|--|
| 1. Title                                       | Handle non-compliance cases  |
| 2. Code  | 105584L5   |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for handling non-compliance cases. It involves investigating cause of non-compliance, taking remedial actions and reporting to the regulatory bodies timely.  |
| 4. Level                                       | 5  |
| 5. Credit                                      | 4 (for reference only)   |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in handling non-compliance cases</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate compliance policies</li> <li>• Familiarize with operations of business units</li> <li>• Familiarize with corporate compliance monitoring system</li> <li>• Comprehend code of conduct in insurance industry</li> </ul> <p>6.2 Handle non-compliance activities</p> <ul style="list-style-type: none"> <li>• Investigate causes of non-compliance</li> <li>• Estimate damages caused to company</li> <li>• Recommend actions to avoid further damages from non-compliance activities</li> <li>• Assess likelihood of similar recurrence</li> <li>• Recommend remedial actions to avoid recurrences</li> <li>• Report non-compliance cases to appropriate regulatory bodies timely and as required</li> <li>• Recommend disciplinary actions as appropriate</li> </ul> <p>6.3 Handle non-compliance cases properly and promptly</p> <ul style="list-style-type: none"> <li>• Determine the causes and damages inflicted by non-compliance behavior</li> <li>• Suggest appropriate disciplinary and corrective measures to remedy non-compliance activities</li> <li>• Report non-compliance activities to relevant regulatory bodies as necessary.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify reasons and estimated changes from non-compliance</li> <li>• Able to recommend remedial actions to reduce damage and future recurrence</li> <li>• Able to suggest appropriate disciplinary actions</li> <li>• Able to report non-compliance cases to regulatory bodies.</li> </ul>  |
| 8. Remarks                                     | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |  |
|--|--|
| 1. Title                                       | Liaise with regulatory bodies  |
| 2. Code  | 105585L5   |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for liaising with regulatory bodies. It involves setting up effective communication channels with regulatory bodies on compliance requirements and reporting of non-compliance cases.   |
| 4. Level                                       | 5  |
| 5. Credit                                      | 4 (for reference only)   |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in communicating with regulatory bodies</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Alert to global trends on compliance and governance</li> <li>• Comprehend corporate compliance policies</li> <li>• Comprehend communication channels with regulatory bodies</li> <li>• Comprehend regulatory requirements on compliance reports</li> </ul> <p>6.2 Liaise with regulatory bodies</p> <ul style="list-style-type: none"> <li>• Set up regular communication channels with regulatory bodies to acquire up-to-date and comprehensive understanding of compliance requirements</li> <li>• Set up structured communication channels with regulatory bodies for handling of potential and actual non-compliance activities</li> <li>• Utilize internal reporting channels to collect up-to-date compliance-related records</li> <li>• Identify and track non-compliance activities</li> <li>• Report non-compliance activities to regulatory bodies timely and as required</li> <li>• Submit statutory and non-statutory returns to various government departments and regulatory bodies</li> <li>• Provide information on remedial actions taken on reported non-compliance cases</li> <li>• Support regulatory bodies in carrying out compliance inspections</li> </ul> <p>6.3 Liaise with regulatory bodies in an effective and timely manner</p> <ul style="list-style-type: none"> <li>• Establish structured communication channels with regulatory bodies for acquisition of updated compliance requirements and management of non-compliance activities</li> <li>• Identify and report non-compliance activities to regulatory bodies in timely manner</li> <li>• Cooperate with regulatory bodies in performing compliance inspections.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to acquire updated compliance requirements through internal reporting channels and liaison with regulatory bodies</li> </ul>  |

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**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to develop communication channels with regulator bodies to report potential and actual non-compliance activities</li><li>• Able to determine and report non-compliance behavior to regulatory bodies in timely manner</li><li>• Able to support regulatory bodies in executing compliance inspections.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Internal Audit |   |
|-------------------------------------|---|
| 1. Title                            | Develop and maintain audit manuals  |
| 2. Code                             | 105586L5  |
| 3. Range                            | This unit of competency is applicable to those who are responsible for developing and maintaining audit manuals. It involves working with different business units to identify areas of operations to be audited, designing step-by-step audit procedures, establishing guidelines to identify and report suspected operations, and improving audit manuals from time to time to enhance its practicality.  |
| 4. Level                            | 5   |
| 5. Credit                           | 6 (for reference only)  |
| 6. Competency                       | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in audit procedures</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend audit system</li> <li>• Comprehend corporate development and risk management strategies</li> <li>• Familiarize with operations of different business units</li> </ul> <p>6.2 Develop and maintain effective audit manuals</p> <ul style="list-style-type: none"> <li>• Work with different business units to identify areas of operations to be audited</li> <li>• Describe step-by-step audit procedures</li> <li>• Establish guidelines to identify and track suspected operations</li> <li>• Establish guidelines for reporting of suspected operations</li> <li>• Provide guidance to relevant staff on using audit manuals</li> <li>• Analyze audit reports of different company units</li> <li>• Compare audit findings against actual operational performance, e.g. compliance conformance</li> <li>• Evaluate practicality of audit manuals</li> <li>• Improve audit manuals based on findings</li> </ul> <p>6.3 Ensure audit manual support corporate audit system</p> <ul style="list-style-type: none"> <li>• Design step-by-step audit manual with relevant guidelines to identify and report suspicious operations</li> <li>• Guide relevant staff on application of audit procedures</li> <li>• Evaluate and adjust manuals contents based on analysis of expected and actual operational performance.</li> </ul> |
| 7. Assessment Criteria              | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to collaborate with different units to identify areas of operations to be audited</li> <li>• Able to develop audit manuals and establish instructions to determine and track suspicious operations</li> <li>• Able to review and improve the practicality of audit manuals based on evaluation</li> </ul>  |

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**Unit of Competency**

|            |  |
|------------|--|
|            | of operational performance.  |
| 8. Remarks | This unit of competency is also applicable to life and general insurers. |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Internal Audit |   |
|-------------------------------------|---|
| 1. Title                            | Oversee internal audit operations   |
| 2. Code                             | 105587L5  |
| 3. Range                            | This unit of competency is applicable to those who are responsible for overseeing internal audit operations. It involves providing training and guidance to audit staff on application of audit manual, liaising with business units to solicit support on audit implementation, monitoring audit activities, resolving disputes arise from audit staff and company units for audit findings, as well as improving efficiency and effectiveness of audit operations.  |
| 4. Level                            | 5   |
| 5. Credit                           | 5 (for reference only)  |
| 6. Competency                       | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in audit operations</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend audit system</li> <li>• Comprehend corporate development and risk management strategies</li> <li>• Familiarize with operations of different business units</li> <li>• Comprehend audit operation work flow</li> </ul> <p>6.2 Oversee internal audit operations</p> <ul style="list-style-type: none"> <li>• Allocate resources to carry out internal audits</li> <li>• Provide training and guidance to audit staff on application of audit manuals</li> <li>• Liaise with business units to solicit support on audit implementation</li> <li>• Collect audit findings via reporting channels</li> <li>• Monitor audit activities to ensure audit inspections are carried out properly</li> <li>• Resolve disputes arise from audit staff and company units for audit findings</li> <li>• Work with relevant personnel to review the likelihood of the emergence of new risks and develop appropriate risk mitigation approaches</li> <li>• Share audit findings with unit heads</li> <li>• Evaluate efficiency and effectiveness of audit operations based on audit findings</li> <li>• Identify areas to be improved in audit operations</li> <li>• Identify ways to improve efficiency and effectiveness of audit operations</li> </ul> <p>6.3 Ensure audits are implemented in accordance with company audit system and achieve audit objectives</p> <ul style="list-style-type: none"> <li>• Provide resources and guidance to audit staff to perform internal audits</li> <li>• Monitor audit activities to ensure proper audit inspections</li> <li>• Coordinate with relevant personnel to develop risk management approaches in response to emergence of new risks</li> <li>• Evaluate and adjust efficiency and effectiveness of audit operations based on audit findings.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 7. Assessment Criteria | The integrated outcome requirements of this unit of competency are: <ul style="list-style-type: none"><li>• Able to provide necessary assistance to audit staff in performing internal audits</li><li>• Able acquire accurate audit findings through internal reporting channels</li><li>• Able to monitor audit activities to ensure proper audit inspections</li><li>• Able to resolve conflicts between different corporate units on audit findings</li><li>• Able to review and improve the efficiency and effectiveness of audit operations based on audit findings.</li></ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Internal Audit |  |
|-------------------------------------|--|
| 1. Title                            | Handle non-compliance audit cases  |
| 2. Code                             | 105588L5   |
| 3. Range                            | This unit of competency is applicable to those who are responsible for handling non-compliance cases. It involves communicating the non-compliance findings with relevant company units and following up on remedial actions.  |
| 4. Level                            | 5  |
| 5. Credit                           | 3 (for reference only)   |
| 6. Competency                       | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in handling non-compliance audit cases</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend audit system</li> <li>• Comprehend corporate development and risk management strategies</li> <li>• Familiarize with operations of different business units</li> <li>• Comprehend audit operation work flow</li> </ul> <p>6.2 Handle non-compliance cases</p> <ul style="list-style-type: none"> <li>• Present reports of non-compliance findings to relevant company units</li> <li>• Explain reasons for non-compliance</li> <li>• Suggest remedial actions to relevant units for the non-compliance findings</li> <li>• Analyze possibility of the emergence of new risks</li> <li>• Provide recommendations for remedial action</li> <li>• Follow up with relevant unit for remedial actions</li> <li>• Issue warnings to cases where remedial actions are not taken on time</li> <li>• Schedule more frequent audit inspections for repeated non-compliance findings</li> <li>• Report non-compliance findings to regulatory bodies timely and as required</li> </ul> <p>6.3 Handle non-compliance findings in accordance with corporate audit guidelines</p> <ul style="list-style-type: none"> <li>• Identify causes for non-conformance to relevant audit system</li> <li>• Communicate with relevant units to suggest and enforce necessary remedial actions</li> <li>• Response to unsolved and/or recurring non-compliance activities through warnings and frequent audit inspections.</li> </ul> |
| 7. Assessment Criteria              | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to present comprehensive reports on non-conformance findings to relevant units</li> <li>• Able to follow up with relevant units for corrective measures on non-compliance</li> <li>• Able to manage reoccurring and/or unsettled non-compliance activities with necessary actions.</li> </ul>   |
| 8. Remarks                          | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Quality Management |  |
|---|--|
| 1. Title                                | Monitor service quality standards  |
| 2. Code                                 | 105663L5   |
| 3. Range                                | This unit of competency is applicable to those who are responsible for monitoring quality standard of services. It involves conveying quality requirements to business units, collecting quality-related records, evaluating service quality against prescribed standards, and recommending areas of operations to be improved.  |
| 4. Level                                | 5  |
| 5. Credit                               | 3 (for reference only)   |
| 6. Competency                           | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in quality management</p> <ul style="list-style-type: none"> <li>• Comprehend corporate development strategy</li> <li>• Familiarize with operations of business units</li> <li>• Familiarize with services provided by company</li> <li>• Comprehend corporate quality management system</li> <li>• Well versed with relevant regulatory requirements on insurance operations</li> </ul> <p>6.2 Monitor quality products and services</p> <ul style="list-style-type: none"> <li>• Liaise with business units to convey quality requirements</li> <li>• Work with relevant business units to collect quality-related records at control checkpoints</li> <li>• Evaluate service quality against prescribed standards</li> <li>• Work with relevant business units to identify areas of operations to be improved</li> <li>• Recommend necessary adjustments to quality guidelines in case of new service development</li> </ul> <p>6.3 Ensure products and services achieve prescribed quality standards</p> <ul style="list-style-type: none"> <li>• Communicate with relevant business units to convey quality requirements and collect relevant quality records</li> <li>• Evaluate products and service quality to determine potential areas of operations for improvement</li> <li>• Provide sound recommendations to adjust quality guidelines for new service development.</li> </ul> |
| 7. Assessment Criteria                  | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to convey quality requirements to business units</li> <li>• Able to assess the quality of products and service against quality standards</li> <li>• Able to recommend alterations in quality guidelines to facilitate new service development.</li> </ul>   |
| 8. Remarks                              |  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |   |
|---|---|
| 1. Title  | Develop procedures to monitor cash flows  |
| 2. Code   | 105591L5  |
| 3. Range  | This unit of competency is applicable to those who are responsible for developing procedures to manage the inflow and outflow of cash. It involves establishing procedures to consolidate cash received via different channels, introducing measures to verify deposits, establishing payment authorities, monitoring payment settlement, and setting up mechanisms to reveal irregularities/abnormal income and expenditures.  |
| 4. Level  | 5   |
| 5. Credit   | 6 (for reference only)  |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in financial management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate profitability strategy</li> <li>• Fully aware of relevant regulatory requirements, e.g. anti-money laundering, liquidity, etc.</li> <li>• Able to apply financial management concepts to support day-to-day operations</li> </ul> <p>6.2(a) Control cash inflow</p> <ul style="list-style-type: none"> <li>• Work with relevant business units to consolidate cash inflow channels</li> <li>• Establish procedures to consolidate cash received via different channels</li> <li>• Introduce measures to verify deposits made to designated accounts</li> </ul> <p>6.2(b) Control cash outflow</p> <ul style="list-style-type: none"> <li>• Establish procedures to consolidate payment activities of business units</li> <li>• Establish payment authorities for settlement of payments</li> <li>• Introduce checkpoints to verify payment authorities prior to process payments</li> <li>• Introduce checkpoints to ensure funds are available in bank accounts to settle payments</li> <li>• Set up payment settlement procedures, including paychecks and electronic fund transfer</li> </ul> <p>6.2(c) Set up mechanisms to reveal irregularities/abnormal income and expenditures</p> <ul style="list-style-type: none"> <li>• Introduce checkpoints to reveal irregularities in operations</li> <li>• Set up mechanisms for reports to relevant parties as necessary</li> <li>• Set up guidelines for follow-up actions</li> </ul> <p>6.3 Develop efficient procedures to manage cash flows and adhere to relevant regulatory requirements</p> <ul style="list-style-type: none"> <li>• Ensure cash flow management procedures efficiently support business activities of the company</li> <li>• Ensure procedures effectively reveal irregularities in operations and direct appropriate follow-up actions.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to develop efficient procedures to manage cash flows amongst business</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | units and activities <ul style="list-style-type: none"><li>• Able to develop mechanisms to reveal irregular/abnormal income and expenditures.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |   |
|---|---|
| 1. Title  | Set up billing and collection procedures  |
| 2. Code   | 105592L5  |
| 3. Range  | This unit of competency is applicable to those who are responsible for managing the billing and collection procedures. It involves consolidating corporate billing activities, establishing procedures to collect payments from different channels, developing step-by-step billing and collection procedures, and setting up mechanisms to reveal irregularities/abnormal billing requests.  |
| 4. Level  | 5   |
| 5. Credit   | 5 (for reference only)  |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in financial management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate profitability strategy</li> <li>• Fully aware of relevant regulatory requirements, e.g. anti-money laundering, liquidity, etc.</li> <li>• Able to apply financial management concepts to support day-to-day operations</li> </ul> <p>6.2(a) Analyze billing requirements</p> <ul style="list-style-type: none"> <li>• Work with relevant business units to gather billing requirements</li> <li>• Consolidate billing activities and respective collection requirements</li> </ul> <p>6.2(b) Establish billing and collection mechanisms</p> <ul style="list-style-type: none"> <li>• Establish procedures to collect payments from different channels</li> <li>• Establish authority to control billing requests</li> <li>• Develop step-by-step billing and collection procedures</li> <li>• Develop mechanisms to deal with overdue payments</li> </ul> <p>6.2(c) Set up mechanism to reveal irregularities/abnormal billing requests</p> <ul style="list-style-type: none"> <li>• Introduce check points to reveal irregularities in operations</li> <li>• Set up mechanism for report to relevant parties as necessary</li> <li>• Set up guidelines for follow up actions.</li> </ul> <p>6.3 Develop efficient procedures to collect payments from designated channels and adhere to relevant regulatory requirements</p> <ul style="list-style-type: none"> <li>• Ensure billing and collection procedures efficiently support business activities of the company</li> <li>• Ensure procedures effectively reveal irregularities in operations and direct appropriate follow-up actions.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to develop efficient procedures to manage billing and payment collections amongst business units and activities</li> <li>• Able to develop mechanisms to reveal irregular/abnormal billing requests.</li> </ul>  |
| 8. Remarks  | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |  |
|---|--|
| 1. Title  | Prepare financial statements   |
| 2. Code   | 105593L5   |
| 3. Range  | This unit of competency is applicable to those who are responsible for preparing financial statements. It involves establishing accounting guidelines for the company, consolidating financial performances of individual business lines, interpreting the figures, preparing the statements, and analyzing potential trends and reasons for surges and plunges.   |
| 4. Level  | 5  |
| 5. Credit   | 3 (for reference only)   |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in financial management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate profitability strategy</li> <li>• Fully aware of relevant regulatory requirements, e.g. financial reporting</li> <li>• Able to apply accounting and financial management concepts to present business performance</li> </ul> <p>6.2 Prepare financial statements</p> <ul style="list-style-type: none"> <li>• Establish accounting guidelines in accordance with regulatory requirements and operational contexts</li> <li>• Consolidate financial performances, i.e. revenue/turnover and expenditure, of individual business lines and functional units of the company</li> <li>• Ensure validity of records</li> <li>• Apply formulae and assumptions to interpret the collected and/or consolidated figures</li> <li>• Prepare profit and loss statement/expenditure reports as appropriate</li> <li>• Work with relevant units to analyze the figures to reveal potential trends in income and cost structures, and causes to surges and plunges</li> <li>• Compile financial statements according to accounting guidelines and regulatory requirements</li> <li>• Present to relevant parties, e.g. senior management, with elaboration on analysis as appropriate</li> </ul> <p>6.3 Develop accurate financial statements that comply with relevant regulatory requirements</p> <ul style="list-style-type: none"> <li>• Ensure sources of records are valid and complete</li> <li>• Ensure financial statements are accurate</li> <li>• Ensure financial statements fulfill relevant regulatory requirements.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to consolidate financial performances of individual business lines and functional units of the company</li> <li>• Able to prepare financial statements that fulfill relevant regulatory requirements</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to explain financial statements to relevant parties.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.                                    |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |   |
|---|---|
| 1. Title  | Monitor cash flows  |
| 2. Code   | 105594L5  |
| 3. Range  | This unit of competency is applicable to those who are responsible for monitoring cash flows. It involves working with relevant units to understand financial transactions involved in their day-to-day operations, monitoring cash position of company, monitoring cash movements and ensuring cash on hand is sufficient to pay for expenditures.   |
| 4. Level  | 5   |
| 5. Credit   | 5 (for reference only)  |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in financial management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate profitability strategy</li> <li>• Fully aware of relevant regulatory requirements on anti-money laundering and liquidity</li> <li>• Able to apply financial management concepts to support day-to-day operations</li> </ul> <p>6.2(a) Monitor cash flows</p> <ul style="list-style-type: none"> <li>• Work with relevant business units to master the nature and volume of financial transactions involved on day-to-day basis</li> <li>• Monitor cash position of the company in day-to-day operations</li> <li>• Monitor cash movements</li> <li>• Observe credit periods of suppliers and external vendors</li> <li>• Ascertain cash on hand is sufficient to pay for the expenditures</li> <li>• Liaise with suppliers and external vendors to set up more favourable credit period as necessary</li> </ul> <p>6.2(b) Spot irregularities in cash flows</p> <ul style="list-style-type: none"> <li>• Conduct checks to reveal irregularities in operations</li> <li>• Report to relevant parties as necessary</li> <li>• Follow up with further necessary actions</li> </ul> <p>6.3 Monitor cash flows effectively to support company's day-to-day operations</p> <ul style="list-style-type: none"> <li>• Minimize volume of idle cash</li> <li>• Ensure cash on hand is sufficient to pay for expenditures</li> <li>• Effectively spot irregularities in cash flows and carry out necessary follow-up actions.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to master the nature and volume of financial transactions involved in an insurance business</li> <li>• Able to monitor cash movements and position of the company</li> <li>• Able to reveal irregularities in cash flows.</li> </ul>   |
| 8. Remarks  | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |   |
|---|---|
| 1. Title  | Develop budgets for proposals and projects  |
| 2. Code   | 105595L5  |
| 3. Range  | This unit of competency is applicable to those who are responsible for preparing the budget for proposals and projects. It involves understanding proposal/project objectives, gathering resources requirements, as well as estimating income, expenditures and profits.  |
| 4. Level  | 5   |
| 5. Credit   | 3 (for reference only)  |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in economics, statistics, and financial theories</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate profitability strategy</li> <li>• Fully aware of relevant regulatory requirements, e.g. anti-money laundering, liquidity</li> <li>• Able to financial management concepts to support day-to-day operations</li> </ul> <p>6.2 Develop budget for proposals and projects</p> <ul style="list-style-type: none"> <li>• Work with relevant units to understand proposal/project objectives</li> <li>• Gather the resources requirements for proposals/projects</li> <li>• Consolidate and prioritize income and expenditure items</li> <li>• Reference records of previous/similar projects to facilitate income and cost estimation</li> <li>• Assess risk level of items and incorporate contingency expenditures as appropriate</li> <li>• Develop budget with indication of expected income, expenditures and surplus</li> <li>• Set up channels to obtain feedbacks from staff who are responsible for project implementation to improve future income and cost estimates</li> </ul> <p>6.3 Develop feasible budget that best leverages resources to achieve the intended proposal/project objectives</p> <ul style="list-style-type: none"> <li>• Develop budget that effectively leverages existing resources to achieve the intended proposal/project objectives</li> <li>• Ensure income and expenditure items are reasonably estimated with justifications.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to consolidate and estimate income and expenditure items of a proposal/project</li> <li>• Able to assess risk level of various items and incorporate contingency expenditures as appropriate</li> <li>• Able to develop budget that effectively leverages existing resources to achieve the intended proposal/project objectives.</li> </ul>   |
| 8. Remarks  | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Asset management |   |
|---|---|
| 1. Title  | Manage investment reports   |
| 2. Code   | 105596L5  |
| 3. Range  | This unit of competency is applicable to those who are responsible for managing investment reports. It involves maintaining investment records, producing investment reports in required formats, and monitoring financial ratios.  |
| 4. Level  | 5   |
| 5. Credit   | 4 (for reference only)  |
| 6. Competency                                     | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in managing investment reports</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Fully aware of the formats, timing and forms of investment reports required by regulatory bodies</li> <li>• Comprehend company's profitability, reserve and solvency policy</li> <li>• Comprehend corporate investment strategies</li> <li>• Comprehend corporate long- and short-term investment strategies, return requirements and risk objectives</li> <li>• Possess investment reports management techniques</li> </ul> <p>6.2 Manage investment reports</p> <ul style="list-style-type: none"> <li>• Consolidate up-to-date investment records</li> <li>• Analyze investment records to identify any non-compliance and/or potential non-compliance</li> <li>• Analyze discrepancies between expected and actual returns and risks</li> <li>• Keep track of investment performance, financial ratios and investment mix</li> <li>• Produce regular investment reports for internal monitoring</li> <li>• Produce investment reports in required formats, timing and forms to meet regulatory requirements</li> </ul> <p>6.3 Manage investment reports in a timely and accurate manner, and in accordance with company procedures</p> <ul style="list-style-type: none"> <li>• Maintain complete and updated investment records to determine non-compliance activities</li> <li>• Monitor investment performance, financial ratios and investment mix</li> <li>• Prepare investment reports in prescribed formats in accordance with regulatory requirements for internal monitoring.</li> </ul> |
| 7. Assessment Criteria                            | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to consolidate investment records to facilitate inspections and identification of non-compliance behavior</li> <li>• Able to analyze discrepancies between expected and actual returns and risks</li> <li>• Able to produce comprehensive investment reports to relevant personnel in</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
|            | accordance with regulatory requirements and predefined formats.          |
| 8. Remarks | This unit of competency is also applicable to life and general insurers. |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Asset management |  |
|---|--|
| 1. Title  | Monitor financial ratios   |
| 2. Code   | 105597L5   |
| 3. Range  | This unit of competency is applicable to those who are responsible for monitoring financial ratios. It involves monitoring and analyzing asset values, liability values and investment performance, identifying and reporting situations where company management's attention is needed.   |
| 4. Level  | 5  |
| 5. Credit   | 4 (for reference only)   |
| 6. Competency                                     | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in monitoring financial ratios</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Possess knowledge in classifications of assets and liabilities</li> <li>• Comprehend regulatory requirements in calculations of asset values</li> <li>• Comprehend regulatory requirements of financial ratios</li> <li>• Comprehend corporate profitability, reserve and solvency policies</li> <li>• Comprehend corporate investment strategies</li> </ul> <p>6.2 Monitor financial ratios</p> <ul style="list-style-type: none"> <li>• Track changes in asset and liability values continuously</li> <li>• Track investment performance</li> <li>• Assess financial ratios against regulatory requirements</li> <li>• Assess asset and liability values against regulatory requirements</li> <li>• Analyze trends of changes in asset and liability values</li> <li>• Report to management on abnormal situations</li> <li>• Recommend remedial solutions to improve situations</li> </ul> <p>6.3 Ensure financial ratios are in compliance with regulatory requirements</p> <ul style="list-style-type: none"> <li>• Monitor and evaluate investment performance and financial ratios regularly</li> <li>• Analyze financial information in accordance with regulatory requirements</li> <li>• Report irregularities and provide appropriate remedial solutions to resolve situation.</li> </ul> |
| 7. Assessment Criteria                            | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to monitor financial ratios in compliance with regulatory requirements</li> <li>• Able to observe and evaluate trends in investment performance</li> <li>• Able to identify and report any abnormalities to relevant management personnel</li> <li>• Able to suggest corrective measures to remedy issues.</li> </ul>   |
| 8. Remarks  | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Asset management |  |
|---|--|
| 1. Title  | Monitor asset mix  |
| 2. Code   | 105598L5   |
| 3. Range  | This unit of competency is applicable to those who are responsible for monitoring asset mix. It involves monitoring investment performance, analyzing trends in asset values, and recommending adjustment on asset mix based on analysis results.  |
| 4. Level  | 5  |
| 5. Credit   | 4 (for reference only)   |
| 6. Competency                                     | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in monitoring asset mix</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Possess knowledge in classifications of assets and liabilities</li> <li>• Comprehend regulatory requirements in calculations of asset values</li> <li>• Comprehend corporate profitability, reserve and solvency policies</li> <li>• Comprehend corporate investment strategies</li> </ul> <p>6.2 Monitor financial ratios</p> <ul style="list-style-type: none"> <li>• Assess current asset mix against regulatory requirements</li> <li>• Assess current asset values against regulatory requirements</li> <li>• Track investment performance of different assets</li> <li>• Analyze trends of changes in asset values</li> <li>• Recommend adjustment of asset mix based on analysis results</li> <li>• Report to management on abnormal situations</li> <li>• Recommend remedial solutions to improve situations</li> </ul> <p>6.3 Ensure asset mix is in compliance with regulatory requirements</p> <ul style="list-style-type: none"> <li>• Evaluate investment performance in accordance with regulatory requirements</li> <li>• Provide appropriate suggestions on adjusting asset mix based on conclusions drawn from analysis</li> <li>• Report irregularities and provide appropriate remedial solutions to resolve situation.</li> </ul> |
| 7. Assessment Criteria                            | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to monitor and evaluate investment performances in compliance with regulatory requirements</li> <li>• Able to provide up-to-date asset mix details for management in a timely manner</li> <li>• Able to identify and report any abnormalities to relevant management personnel</li> <li>• Able to suggest corrective measures to remedy issues.</li> </ul>  |
| 8. Remarks  | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Human Resources |  |
|--|--|
| 1. Title   | Support business units in organizing and implement staff training  |
| 2. Code  | 105599L5   |
| 3. Range   | This unit of competency is applicable to those who are responsible for assisting business units in organizing staff training. It involves establishing development and training framework, providing tools for business units to facilitate identification of training needs, providing support to organize training programmes and assisting business units in evaluating training effectiveness.   |
| 4. Level   | 5  |
| 5. Credit  | 3 (for reference only)   |
| 6. Competency                                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in human resources management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market and its manpower needs</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate profitability strategy</li> <li>• Fully aware of relevant regulatory requirements, e.g. employment ordinance</li> </ul> <p>6.2 Support business units in organizing and implement staff training</p> <ul style="list-style-type: none"> <li>• Establish training guidelines to enable adoption by business units</li> <li>• Provide tools to assist business units in identifying discrepancies in skills and competence and derive respective training needs</li> <li>• Advise business units to make use of training programmes as a tool to prepare high potential employees for the next levels</li> <li>• Work with business units to design training programmes to fulfill regulatory requirements, e.g. CPD requirements</li> <li>• Provide administrative and logistics support to units in the organization of training programmes</li> <li>• Assist business units in evaluating training effectiveness</li> <li>• Research learning and development tools to enrich training delivery modes</li> </ul> <p>6.3 Provide effective support to business units in organizing and implementing staff training</p> <ul style="list-style-type: none"> <li>• Ensure training guidelines enable easy adoption by business units to achieve different business objectives</li> <li>• Ensure business units are able to identify relevant training needs</li> <li>• Ensure business units run effective training programmes.</li> </ul> |
| 7. Assessment Criteria                           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to establish training guidelines to enable adoption by business units</li> <li>• Able to assist business units in identifying discrepancies in staff skills and competence and derive respective training needs</li> <li>• Able to support business units in running staff training programmes.</li> </ul>  |
| 8. Remarks                                       | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Human Resources |   |
|--|---|
| 1. Title   | Develop staff training programmes   |
| 2. Code  | 105600L5  |
| 3. Range   | This unit of competency is applicable to those who are responsible for developing staff training programmes. It involves identifying discrepancies in skills and competence of staff members, identifying training objectives, organizing training programmes and evaluating training effectiveness upon programme completion.  |
| 4. Level   | 5   |
| 5. Credit  | 3 (for reference only)  |
| 6. Competency                                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in human resources management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market and its manpower needs</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate profitability strategy</li> <li>• Fully aware of relevant regulatory requirements, e.g. employment ordinance</li> </ul> <p>6.2 Develop staff training programmes</p> <ul style="list-style-type: none"> <li>• Work with business units to identify discrepancies in skills and competence of staff members</li> <li>• Consolidate training needs</li> <li>• Identify training objectives</li> <li>• Coordinate with training department to organize the training</li> <li>• Coordinate with suppliers if expertise does not rest with training department</li> <li>• Work with training department/external suppliers to design training delivery that address intended objectives</li> <li>• Arrange staff members to enroll for training</li> <li>• Arrange collection of feedbacks upon completion of training</li> <li>• Work with business units to review training effectiveness</li> <li>• Improve future programme planning and coordination based on review findings</li> </ul> <p>6.3 Provide effective support to business units in organizing and implementing staff training</p> <ul style="list-style-type: none"> <li>• Ensure business units are able to identify and agree with the training needs</li> <li>• Ensure training fulfill intended objectives.</li> </ul> |
| 7. Assessment Criteria                           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to work with business units to identify discrepancies in staff' skills and competence and derive respective training needs</li> <li>• Able to organize the training programmes that address intended objectives</li> <li>• Able to evaluate training effectiveness.</li> </ul>   |
| 8. Remarks                                       | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Human Resources |   |
|--|---|
| 1. Title   | Manage staff recruitment  |
| 2. Code  | 105601L5  |
| 3. Range   | This unit of competency is applicable to those who are responsible for managing staff recruitment. It involves liaising with business units to gather the vacancies to fill, following company guidelines to start the recruitment process, advertising the vacancies, formulating selection panels, supporting panels to conduct interviews, and engaging the candidates according to recruitment guidelines.  |
| 4. Level   | 5   |
| 5. Credit  | 3 (for reference only)  |
| 6. Competency                                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in human resources management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market and its manpower needs</li> <li>• Comprehend corporate development strategy</li> <li>• Comprehend corporate human resources strategy</li> <li>• Fully aware of relevant regulatory requirements, e.g. employment ordinance</li> </ul> <p>6.2 Manage staff recruitment</p> <ul style="list-style-type: none"> <li>• Liaise with units to gather the vacancies to fill</li> <li>• Match vacancies with job specifications</li> <li>• Follow corporate recruitment guidelines to start the recruitment process</li> <li>• Advertise vacancies in appropriate channels, e.g. newspapers, website, external HR agencies, internal units</li> <li>• Establish selection panels</li> <li>• Consolidate job applications</li> <li>• Ensure genuine identity of applicants</li> <li>• Ensure validity of documents and correspondences provided by applicants</li> <li>• Support selection panels to conduct interviews and tests according to recruitment guidelines</li> <li>• Assist business units in selecting the candidates that can best fit the job specifications</li> <li>• Engage the candidate in accordance with corporate recruitment guidelines and regulatory requirements</li> <li>• Follow up with new employee orientation or internal transfer procedures as necessary</li> </ul> <p>6.3 Manage staff recruitment to support the manpower needs of business units</p> <ul style="list-style-type: none"> <li>• Assist business units in filling the vacancies with competent candidates</li> <li>• Ensure recruitment processes comply with corporate recruitment guidelines and regulatory requirements.</li> </ul> |
| 7. Assessment Criteria                           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to liaise with units to gather the vacancies to fill</li> <li>• Able to manage candidate selection process according to corporate recruitment guidelines</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to recruit competent candidates for different vacancies.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > IT Support |  |
|---|--|
| 1. Title                                    | Develop computerized systems to support business functions   |
| 2. Code                                     | 105602L5   |
| 3. Range                                    | This unit of competency is applicable to those who are responsible for developing computerized systems. It involves analyzing technological needs of business units, developing system development objectives, determining whether to upgrade or develop new systems, developing the systems, and reviewing the ability of the system to fulfill the prescribed objectives.  |
| 4. Level                                    | 5  |
| 5. Credit                                   | 4 (for reference only)   |
| 6. Competency                               | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in information technology management</p> <ul style="list-style-type: none"> <li>• Comprehend corporate development strategy</li> <li>• Fully aware of relevant regulatory requirements on insurers</li> <li>• Alert to trends and developments in information technology</li> </ul> <p>6.2(a) Analyze technologic needs of business units</p> <ul style="list-style-type: none"> <li>• Work with business units to identify the technological needs to support day-to-day operations as well as future developments</li> <li>• Work with different levels of users to understand the daily workflow in business units, e.g. claims processing</li> <li>• Consult users to learn about the optimal technology-enabled workflow</li> <li>• Analyze operating contexts of business units</li> <li>• Evaluate the ability of current technology applications to fulfill the identified needs</li> <li>• Establish system development objectives</li> </ul> <p>6.2(b) Develop computerized systems</p> <ul style="list-style-type: none"> <li>• Analyze the costs and benefits to upgrade existing systems or develop new systems</li> <li>• Establish consensus with relevant business units on the decision to upgrade existing systems or develop new systems</li> <li>• Construct system development plan</li> <li>• Form cross-functional teams to steer the development of the systems</li> <li>• Work with internal staff or external vendors to develop the systems</li> <li>• Carry out user requirement analysis, development, and testing as appropriate during the system development process</li> <li>• Provide training to users on using the systems</li> </ul> <p>6.2(c) Review effectiveness of the upgraded/new systems</p> <ul style="list-style-type: none"> <li>• Work with relevant units to evaluate the ability of the developed systems to fulfill the prescribed objectives</li> <li>• Provide support to tackle the challenges</li> </ul> <p>6.3 Develop computerized systems that effectively support corporate development</p> <ul style="list-style-type: none"> <li>• Develop computerized systems that support efficient day-to-day operations and</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
|                        | <p>future developments</p> <ul style="list-style-type: none"> <li>• Ensure upgraded or new systems are developed in a cost-effective and professional manner</li> <li>• Ensure business units are able to leverage the benefits of the developed systems.</li> </ul>   |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify and analyze the technological requirements to support day-to-day operations and future developments of the company</li> <li>• Able to analyze the costs and benefits to upgrade existing systems or develop new systems</li> <li>• Able to develop computerized systems.</li> </ul> |
| 8. Remarks             | <p>This unit of competency is also applicable to life and general insurers.</p>  |

# **Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

## **QF Level 6**

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Customer Relationship Management |  |
|--|--|
| 1. Title                                     | Develop customer relationship strategies   |
| 2. Code                                      | 105608L6   |
| 3. Range                                     | This unit of competency is applicable to those who are responsible for developing their customer relationship strategies. It involves analysis and considerations of different factors to develop CRM strategies that support corporate development.   |
| 4. Level                                     | 6  |
| 5. Credit                                    | 3 (for reference only)   |
| 6. Competency                                | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in customer relationship management</p> <ul style="list-style-type: none"> <li>• Comprehend corporate marketing strategies</li> <li>• Critically assess how CRM strategies benefit both customers and organizations</li> <li>• Understand how CRM strategies support organization development</li> <li>• Understand how organization-wide collaborations and technology support strategic implementation</li> </ul> <p>6.2(a) Develop CRM strategies</p> <ul style="list-style-type: none"> <li>• Analyze profiles and value of target customers</li> <li>• Assess customers' needs and expectations towards the company</li> <li>• Evaluate company's strengths and weaknesses</li> <li>• Define how the company would be perceived by customers</li> <li>• Define designated customer experience with company</li> <li>• Develop corporate-wide customer relationship handling approaches</li> <li>• Ensure CRM strategies follow corporate development and marketing strategies</li> <li>• Assess if strategies involve re-design of operations in company</li> <li>• Set up indicators to evaluate how well the strategies are implemented</li> </ul> <p>6.2(b) Introduce CRM strategies</p> <ul style="list-style-type: none"> <li>• Present strategies in an easy-to-understand manner to staff</li> <li>• Develop CRM activity guidelines based on strategies</li> <li>• Review strategies in light of changing business environment</li> </ul> <p>6.3 Develop customer relationship strategies that create sustainable customers' loyalty in compliance with corporate marketing strategies</p> <ul style="list-style-type: none"> <li>• Adopt customer relationship strategies that are in line with customers' needs and corporate marketing strategies</li> <li>• Provide sufficient information on strategies and guidelines to supporting units.</li> </ul> |
| 7. Assessment Criteria                       | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to address customer expectations and requirements in CRM strategies</li> <li>• Able to outline specific missions and guidelines on customer services</li> <li>• Able to promote the understanding of CRM strategies among staff</li> <li>• Able to identify value of each target customer group</li> <li>• Able to identify key drivers of each customer group</li> <li>• Able to identify high margin/low margin customer groups</li> <li>• Able to review strategies based on changing business environment.</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
| 8. Remarks | This unit of competency is also applicable to life and general insurers. |
|------------|--|

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |  |
|--|--|
| 1. Title                                       | Manage compliance of brokerage operations  |
| 2. Code  | 105664L6   |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for managing compliance of brokerage operations. It involves establishing relevant mechanisms to monitor various aspects of brokerage services, including asset management, clients account management, and service codes of practices, etc., to ensure full compliance with regulatory requirements.   |
| 4. Level                                       | 6  |
| 5. Credit                                      | 6 (for reference only)   |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge of insurance industry</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Alert to global trends on compliance and governance</li> <li>• Comprehend communication channels with regulatory bodies</li> </ul> <p>6.2 Manage compliance of brokerage operations</p> <ul style="list-style-type: none"> <li>• Set up governing mechanisms to maintain proper level of professional indemnity insurance</li> <li>• Set up governing mechanisms proper level of capital and net assets to meet regulatory requirements</li> <li>• Establish monitoring systems on clients account management</li> <li>• Develop brokerage service guidelines with codes of practices and procedures</li> <li>• Develop inspection mechanism on day-to-day operations</li> <li>• Encourage staff to report potential compliance risks involved in their operations</li> <li>• Train staff members on compliance implementation</li> <li>• Carry out inspections to identify non-compliance cases</li> <li>• Provide recommendations for operational areas required to be improved</li> <li>• Review and adjust governing mechanisms in light of changing regulatory requirements and market environment</li> <li>• Report non-compliance cases to regulatory bodies timely and as required</li> </ul> <p>6.3 Ensure brokerage operations comply with relevant regulatory requirements</p> <ul style="list-style-type: none"> <li>• Maintain effective governing mechanisms to ensure brokerage operations fulfill regulatory requirements</li> <li>• Design code of practice and step-by-step procedures to guide brokerage operations</li> <li>• Ensure staff members comply with codes of practices and relevant procedures.</li> </ul> |
| 7. Assessment Criteria                         | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to develop governing mechanisms to guide brokerage operations in fulfilling relevant regulatory requirements</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to integrate relevant regulatory requirements into codes of practices and day-to-day operating procedures</li><li>• Able to train staff members on compliance implementation</li><li>• Able to inspect brokerage operations to prevent non-compliance</li><li>• Able to adjust governing mechanisms in light of changing regulatory requirements and market environment.</li></ul> |
| 8. Remarks |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Risk Management |  |
|--------------------------------------|--|
| 1. Title                             | Evaluate effectiveness of enterprise risk management framework   |
| 2. Code                              | 105620L6   |
| 3. Range                             | This unit of competency is applicable to those who are responsible for evaluating effectiveness of enterprise risk management framework. It involves identifying the types of risks to be covered in the evaluation tests, defining the test objectives, adopting appropriate risk metrics, carrying out the tests, and identifying areas of improvement in current risk management practices.   |
| 4. Level                             | 6  |
| 5. Credit                            | 5 (for reference only)   |
| 6. Competency                        | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in risk management</p> <ul style="list-style-type: none"> <li>• Master risk management principles and practices</li> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Classify risks associated with insurance business, e.g. equity, credit, liquidity, interest rate, regulatory, etc.</li> <li>• Comprehend different stress testing models, e.g. deterministic, stochastic, etc.</li> </ul> <p>6.2 Plan and carry out evaluation tests of the risk management framework</p> <ul style="list-style-type: none"> <li>• Define the scope of risks to be covered in the tests</li> <li>• Define objectives of evaluation testing, e.g. fulfilling regulatory requirements, enhancing internal risk management</li> <li>• Define time horizon for evaluation tests</li> <li>• Determine risk metrics to use, e.g. statutory solvency ratio &amp; capital, IFRS profit, embedded value, etc.</li> <li>• Apply appropriate testing models to carry out the tests</li> <li>• Identify areas of improvement in current risk management practices based on test results</li> <li>• Improve risk management strategies as needed</li> </ul> <p>6.3 Conduct evaluation tests to ensure effectiveness of enterprise risk management framework</p> <ul style="list-style-type: none"> <li>• Develop test scenarios that simulate potential crisis situations to test the risk management framework and governance structure</li> <li>• Produce test reports and explain the results in operation contexts</li> <li>• Improve risk management strategies based on evaluation results</li> </ul> |
| 7. Assessment Criteria               | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to recognize the needs of conducting evaluation tests, define the objectives and scope of the tests accordingly</li> <li>• Able to adopt appropriate risk metrics and testing models to carry out evaluation tests</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to explain test results in operation contexts</li><li>• Able to identify areas of improvement in risk management practices based on test results, and improve as required.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Compliance Implementation |   |
|--|---|
| 1. Title                                       | Formulate corporate compliance policies   |
| 2. Code  | 105621L6  |
| 3. Range                                       | This unit of competency is applicable to those who are responsible for formulating corporate compliance policies. It involves evaluating implications of compliance requirements, rules and regulations set forth by relevant regulatory bodies on business operations, analyzing likelihood and severity of damages from non-compliance activities, developing compliance framework and establishing compliance principles for different units.  |
| 4. Level                                       | 6   |
| 5. Credit                                      | 6 (for reference only)  |
| 6. Competency                                  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in formulating compliance policies</p> <ul style="list-style-type: none"> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Alert to global trends on compliance and governance</li> <li>• Comprehend corporate business development strategies</li> </ul> <p>6.2 Formulate corporate compliance policies</p> <ul style="list-style-type: none"> <li>• Evaluate implications of compliance requirements, rules and regulations set forth by relevant regulatory bodies on business development</li> <li>• Acquire full knowledge of compliance requirements pertaining to specific business lines, e.g. requirements on anti-money laundering and counter-terrorist financing for long-term business</li> <li>• Work with different business units to assess impact of compliance requirements, rules and regulations on operations</li> <li>• Analyze likelihood and severity of damages from non-compliance activities in different business units</li> <li>• Consolidate compliance analysis in different units</li> <li>• Develop compliance framework</li> <li>• Establish compliance principles for different units</li> <li>• Develop remedial principles to deal with non-compliance activities</li> <li>• Analyze resources required on to support compliance implementation</li> <li>• Disseminate corporate compliance policies to units and allocate resources as required</li> <li>• Review corporate compliance policies in light of changing regulatory requirements</li> </ul> <p>6.3 Ensure compliance policies is in line with compliance requirements, rules and regulations, set forth by relevant regulatory bodies, and support corporate development strategies</p> <ul style="list-style-type: none"> <li>• Develop compliance framework based on evaluation of regulatory implications,</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
|                        | <p>operational impacts and non-compliance consequences</p> <ul style="list-style-type: none"> <li>• Formulate compliance principles and remedial principles to resolve non-compliance situation</li> <li>• Distribute relevant compliance policies and allocated resources to support compliance implementation</li> <li>• Revise corporate compliance policies based on changing regulatory requirements.</li> </ul>  |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to determine and analyze the elements deemed relevant to the formulation of corporate compliance framework</li> <li>• Able to establish compliance principles to guide corporate operations</li> <li>• Able to develop remedial principles to counteract non-compliance activities</li> <li>• Able to review and adjust compliance policies based on changing regulatory requirements.</li> </ul> |
| 8. Remarks             | <p>This unit of competency is also applicable to life and general insurers.</p>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Internal Audit |  |
|-------------------------------------|--|
| 1. Title                            | Establish audit system   |
| 2. Code                             | 105622L6   |
| 3. Range                            | This unit of competency is applicable to those who are responsible for establishing internal audit system. It involves defining areas of operations to be audited, establishing consensus of internal audits, and developing audit mechanism.  |
| 4. Level                            | 6  |
| 5. Credit                           | 6 (for reference only)   |
| 6. Competency                       | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in setting up audit system in regulatory contexts</p> <ul style="list-style-type: none"> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate development policies</li> <li>• Familiarize with operations of different business units</li> <li>• Comprehend techniques of analyzing costs and benefits of audit</li> </ul> <p>6.2(a) Establish audit system</p> <ul style="list-style-type: none"> <li>• Evaluate implications of all requirements, rules and regulations set forth by regulatory bodies on business development</li> <li>• Work with different business units to assess impact of such requirements on operations</li> <li>• Define areas of operations to be audited</li> <li>• Establish consensus on objectives of internal audits</li> <li>• Analyze impact of audit activities on operations of different business lines</li> <li>• Develop audit mechanisms</li> <li>• Present audit mechanisms to different company units</li> </ul> <p>6.2(b) Improve audit system</p> <ul style="list-style-type: none"> <li>• Analyze audit reports of different company units</li> <li>• Compare audit findings against actual operational performance, e.g. compliance conformance</li> <li>• Evaluate effectiveness of audit system</li> <li>• Adjust company audit system in light of findings</li> </ul> <p>6.3 Ensure audit system supports conformance to relevant regulations and corporate business development</p> <ul style="list-style-type: none"> <li>• Develop audit system through evaluating implications of regulatory requirements and defining audit objectives</li> <li>• Introduce audit mechanisms to different units</li> <li>• Evaluate the effectiveness of audit system based on analysis of expected and actual operational performance.</li> </ul> |
| 7. Assessment Criteria              | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to establish company audit system that enables conformance to relevant</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | regulatory requirements and corporate business development <ul style="list-style-type: none"><li>• Able to introduce audit mechanism to relevant personnel</li><li>• Able to review and adjust company audit system based on evaluation of operational performance.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Legal |   |
|----------------------------|---|
| 1. Title                   | Represent company in legal matters  |
| 2. Code                    | 105623L6  |
| 3. Range                   | This unit of competency is applicable to those who are responsible for representing the company in legal matters. It involves monitoring, analyzing and advising management progress of litigation, drafting legal correspondences and representing company in litigation and business matters.   |
| 4. Level                   | 6   |
| 5. Credit                  | 3 (for reference only)  |
| 6. Competency              | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in representing company in legal matters</p> <ul style="list-style-type: none"> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Possess skills in analyzing litigation progress</li> <li>• Understand corporate business development strategies</li> </ul> <p>6.2 Represent company in legal matters</p> <ul style="list-style-type: none"> <li>• Represent company in litigation</li> <li>• Monitor and analyze progress of outstanding litigation</li> <li>• Analyze outstanding litigation and advise management accordingly</li> <li>• Prepare business and legal correspondences</li> <li>• Represent company in business contract negotiation</li> <li>• Identify and report issues that need attention of management during business negotiation</li> </ul> <p>6.3 Ensure company's interest is observed at all times</p> <ul style="list-style-type: none"> <li>• Represent company in litigation and contract negotiation based on relevant regulatory requirements, company guidelines and industry standards</li> <li>• Collaborate with management units in handling business and legal matters.</li> </ul> |
| 7. Assessment Criteria     | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to represent company in legal matters and business negotiations at the company's best interest.</li> </ul>   |
| 8. Remarks                 | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Legal |   |
|----------------------------|---|
| 1. Title                   | Provide training on legal knowledge to general staff  |
| 2. Code                    | 105624L6  |
| 3. Range                   | This unit of competency is applicable to those who are responsible for providing legal knowledge to general staff. It involves understanding legal knowledge training needs, designing and delivering effective training programmes to company units.   |
| 4. Level                   | 6   |
| 5. Credit                  | 3 (for reference only)  |
| 6. Competency              | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in legal aspects of insurance operations</p> <ul style="list-style-type: none"> <li>• Familiarize with laws and regulations relevant to insurance operations</li> <li>• Comprehend legal related exposures that different business units may face</li> <li>• Possess skills in designing and delivering staff trainings</li> </ul> <p>6.2 Provide trainings on legal knowledge</p> <ul style="list-style-type: none"> <li>• Liaise with unit heads to assess impact of laws and regulations on daily operations</li> <li>• Identify training needs related to legal aspects of operations</li> <li>• Establish intended training objectives</li> <li>• Design training based on legal related exposures of different units</li> <li>• Deliver training to relevant units</li> <li>• Work with different units to evaluate staff abilities to identify legal risks upon training</li> <li>• Review and revise contents for training programmes based on evaluation results</li> <li>• Coordinate with units to plan for next trainings</li> </ul> <p>6.3 Enhance staff legal sensitivity and knowledge in carrying out insurance operations</p> <ul style="list-style-type: none"> <li>• Design training programmes based on degree of staff legal exposures, training requirements and intended objectives</li> <li>• Deliver training in accordance with predefined objectives and procedures</li> <li>• Evaluate and adjust contents of legal knowledge training programmes based on evaluation results.</li> </ul> |
| 7. Assessment Criteria     | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify relevant needs and objectives to develop and deliver effective training programmes</li> <li>• Able to review and improve effectiveness of legal knowledge training programmes based on evaluation results.</li> </ul>  |
| 8. Remarks                 | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Legal |   |
|----------------------------|---|
| 1. Title                   | Handle legal enquiries  |
| 2. Code                    | 105625L6  |
| 3. Range                   | This unit of competency is applicable to those who are responsible for handling enquiries on legal issues from company units. It involves working with enquirers to analyze legal exposures of the situations, identifying signs and potentials of breaching relevant laws and regulations and providing opinions to deal with legal aspects of the operations.   |
| 4. Level                   | 6   |
| 5. Credit                  | 3 (for reference only)  |
| 6. Competency              | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in legal aspects of insurance operations</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate development policies</li> <li>• Analyze legal exposures that different business units may face</li> </ul> <p>6.2 Handle enquiries on legal issues</p> <ul style="list-style-type: none"> <li>• Set up communication channels to facilitate legal enquiries</li> <li>• Work with enquirers to analyze legal exposures of the situations</li> <li>• Identify signs and potentials of breaching relevant laws and regulations</li> <li>• Provide opinions to deal with legal aspects of the operations as appropriate</li> <li>• Provide comprehensive explanations on impact to company in case of violations</li> </ul> <p>6.3 Handle enquiries on legal issues in a professional manner</p> <ul style="list-style-type: none"> <li>• Coordinate with relevant company units to establish communication channels to facilitate legal enquiries and evaluation of legal exposures</li> <li>• Identify signs of infringement of relevant laws and regulations</li> <li>• Provide suggestions to manage legal aspects of operation.</li> </ul> |
| 7. Assessment Criteria     | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to establish communication channels to facilitate cooperation with enquirers</li> <li>• Able to detect signs of breaches of regulatory requirements</li> <li>• Able to provide opinions to deal with legal aspects of the operations in the best interest of company.</li> </ul>   |
| 8. Remarks                 | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Legal |  |
|----------------------------|--|
| 1. Title                   | Advise on insurance contracts  |
| 2. Code                    | 105626L6   |
| 3. Range                   | This unit of competency is applicable to those who are responsible for advising on the contents of insurance contracts. It involves reviewing and assessing legal exposures of insurance contracts and improving insurance contracts to comply with relevant legal requirements and regulations.   |
| 4. Level                   | 6  |
| 5. Credit                  | 3 (for reference only)   |
| 6. Competency              | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in legal aspects of insurance contracts</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Possess in-depth knowledge of contract law</li> <li>• Comprehend corporate development policies</li> <li>• Understand insurance sales and distribution operations</li> <li>• Analyze legal exposures that different business units may face</li> </ul> <p>6.2 Advise on insurance contracts</p> <ul style="list-style-type: none"> <li>• Review insurance contracts and related documents on a regular basis</li> <li>• Identify and assess respective legal exposures</li> <li>• Work with relevant units to improve insurance contracts</li> <li>• Work with relevant units to develop insurance contracts for new products</li> </ul> <p>6.3 Ensure insurance contracts conform with legal requirements and regulations set forth by regulatory bodies</p> <ul style="list-style-type: none"> <li>• Evaluate legal exposures of relevant insurance documents regularly</li> <li>• Collaborate with relevant units on revision and development of insurance contracts.</li> </ul> |
| 7. Assessment Criteria     | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to assess legal exposures of insurance contracts and related documents</li> <li>• Able to review and improve insurance contracts</li> <li>• Able to develop insurance contracts for new products.</li> </ul>  |
| 8. Remarks                 | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Legal |   |
|----------------------------|---|
| 1. Title                   | Advise on company legal risks   |
| 2. Code                    | 105627L6  |
| 3. Range                   | This unit of competency is applicable to those who are responsible for advising on company legal liabilities. It involves reviewing operation procedures of different units, analyzing legal exposures that different business units may face, assessing potential damages of the identified risks and providing recommendations to manage legal risks.   |
| 4. Level                   | 6   |
| 5. Credit                  | 3 (for reference only)  |
| 6. Competency              | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in legal aspects of insurance operations</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend corporate development policies</li> <li>• Familiarize with operations of different units</li> </ul> <p>6.2 Advise on company legal risks</p> <ul style="list-style-type: none"> <li>• Review operation procedures and operational correspondences of different units</li> <li>• Analyze legal exposures that different business units may face</li> <li>• Work with business units to assess potential damages of the identified risks</li> <li>• Recommend actions to business units to deal with the identified risks</li> <li>• Provide legal risk management advice to management as needed</li> </ul> <p>6.3 Identify all legal risks in insurance operations</p> <ul style="list-style-type: none"> <li>• Analyze potential legal exposures of different units based on evaluation of operation produces and correspondences</li> <li>• Provide necessary recommendations to manage and minimize risks.</li> </ul> |
| 7. Assessment Criteria     | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify all legal risks in insurance operations through inspection of operation procedures and relevant correspondences</li> <li>• Able to provide recommendations for business units to handle identified risks</li> <li>• Able to advise on legal risks to management.</li> </ul>  |
| 8. Remarks                 | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Legal |   |
|----------------------------|---|
| 1. Title                   | Advise on new or change of regulations  |
| 2. Code                    | 105628L6  |
| 3. Range                   | This unit of competency is applicable to those who are responsible for providing advice on new or change of regulations. It involves monitoring for new and/or change of regulations, interpreting new or change of regulations in insurance operational contexts, analyzing respective impact on operations and establishing guidelines to comply with the new or change of regulations.   |
| 4. Level                   | 6   |
| 5. Credit                  | 3 (for reference only)  |
| 6. Competency              | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge legal aspects of insurance operations</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Alert to global trends on compliance and governance</li> <li>• Comprehend corporate development policies</li> <li>• Familiarize with operations of different units</li> </ul> <p>6.2 Advise on new or change of regulations</p> <ul style="list-style-type: none"> <li>• Continuously monitor for new or change of regulations</li> <li>• Interpret new or change of regulations in insurance operational contexts</li> <li>• Work with relevant units to analyze impact of new or change of regulations on operations</li> <li>• Work with relevant units to establish guidelines to comply with the new or change of regulations</li> <li>• Assist in adjustment of operation procedures of business units as needed</li> </ul> <p>6.3 Ensure business units comply with new or change of regulations</p> <ul style="list-style-type: none"> <li>• Coordinate with relevant units to evaluate the implications of new or change of regulations and establish guidelines to cope with such alterations</li> <li>• Provide necessary assistance in adjusting operation procedures.</li> </ul> |
| 7. Assessment Criteria     | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to assess the impact of new or change of regulations in insurance operations</li> <li>• Able to response appropriate to such changes through establishing guidelines in compliance with the revised regulations</li> <li>• Able to assist business units in adjusting to changes in operation procedures.</li> </ul>   |
| 8. Remarks                 | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Corporate Governance |  |
|---|--|
| 1. Title                                  | Establish internal control procedures  |
| 2. Code                                   | 105629L6   |
| 3. Range                                  | This unit of competency is applicable to those who are responsible for establishing internal control procedures. It involves working analyzing work flow and respective operational risks, establishing consensus with units on control principles, fine-tuning work procedures with control checkpoints and improving control procedures as and when necessary.   |
| 4. Level                                  | 6  |
| 5. Credit                                 | 5 (for reference only)   |
| 6. Competency                             | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in establishing internal control procedures</p> <ul style="list-style-type: none"> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend company corporate governance policies</li> <li>• Alert to government public policies on corporate governance</li> <li>• Alert to global trends on corporate governance</li> <li>• Comprehend corporate development strategies</li> <li>• Familiarize with operations of business units</li> <li>• Possess knowledge and skills in developing organization control mechanism</li> </ul> <p>6.2 Establish internal control procedures</p> <ul style="list-style-type: none"> <li>• Work with unit heads to analyze workflow and respective operational risks of business units</li> <li>• Consolidate and prioritize potential operational risks in different business functions</li> <li>• Establish consensus on control principles and framework</li> <li>• Work with business units to fine-tune work procedures with control checkpoints (e.g. approval authority, approval scope, etc.)</li> <li>• Encourage company units to report potential risks in their functional areas</li> <li>• Assess effectiveness of control procedures against operational performance (e.g. non-conformance activities)</li> <li>• Improve control procedures as needed</li> </ul> <p>6.3 Establish internal control procedures to support corporate governance and development</p> <ul style="list-style-type: none"> <li>• Establish internal control procedures that address operational risks in different units</li> <li>• Collaborate with business units to improve procedures with control checkpoints</li> <li>• Prompt the reporting of potential risks from different units</li> <li>• Evaluate and adjust the effectiveness of control procedures as necessary.</li> </ul> |
| 7. Assessment                             | The integrated outcome requirements of this unit of competency are:  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
| Criteria   | <ul style="list-style-type: none"><li>• Able to identify and analyze workflow and respective operational risks of business units</li><li>• Able to develop mutually agreed internal control principles and framework</li><li>• Able to stimulate reports on potential risk from company units</li><li>• Able to review and improve effectiveness of control procedures based on evaluation of operational performance.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Corporate Responsibility |  |
|---|--|
| 1. Title                                      | Implement corporate social responsibility strategies   |
| 2. Code                                       | 105630L6   |
| 3. Range                                      | This unit of competency is applicable to those who are responsible for implementing corporate social responsibility strategies. It involves assessing implications of corporate social responsibility strategies in daily operations, identifying areas of operations that allow fulfillment of social responsibility, cultivating significance of social responsibility amongst staff and encouraging staff members to take part in social activities.  |
| 4. Level                                      | 6  |
| 5. Credit                                     | 3 (for reference only)   |
| 6. Competency                                 | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in corporate social responsibility</p> <ul style="list-style-type: none"> <li>• Well versed with relevant regulatory requirements on insurance operations</li> <li>• Comprehend corporate social responsibility strategies</li> <li>• Alert to global trends on corporate social responsibility</li> <li>• Comprehend corporate development strategies</li> </ul> <p>6.2 Implement corporate social responsibility</p> <ul style="list-style-type: none"> <li>• Assess implications of corporate social responsibility strategies in day-to-day operations</li> <li>• Identify areas of operations that allow fulfillment of social responsibility</li> <li>• Allocate necessary resources to support social responsibility fulfillment</li> <li>• Cultivate significance of social responsibility amongst staff</li> <li>• Encourage staff members to take part in social activities (e.g. recognitions)</li> </ul> <p>6.3 Ensure implementation of corporate social responsibility supports corporate social responsibility strategies</p> <ul style="list-style-type: none"> <li>• Identify areas of operation where social responsibility strategies can be applied</li> <li>• Disseminate necessary resources to fulfill social responsibility</li> <li>• Instill in the importance of social responsibility and encourage active participation in social activities.</li> </ul> |
| 7. Assessment Criteria                        | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify areas of operations that allow fulfillment of social responsibility</li> <li>• Able to induce voluntary participation in social activities.</li> </ul>  |
| 8. Remarks                                    | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Quality Management |   |
|---|---|
| 1. Title                                | Formulate service quality standards   |
| 2. Code                                 | 105665L6  |
| 3. Range                                | This unit of competency is applicable to those who are responsible for formulating service quality standards. It involves defining quality in the context of brokerage services, conducting research to acquire customers' expectations towards service quality, defining quality levels, analyzing costs and benefits of achieving different quality levels, developing service quality standards.   |
| 4. Level                                | 6   |
| 5. Credit                               | 4 (for reference only)  |
| 6. Competency                           | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in formulating product and service quality standard</p> <ul style="list-style-type: none"> <li>• Comprehend corporate development strategies</li> <li>• Comprehend corporate profitability strategies</li> <li>• Familiarize with operations of business units</li> <li>• Familiarize with products and services offered by insurers</li> <li>• Familiarize with services of company</li> <li>• Possess quality control and quality management techniques</li> <li>• Well versed with relevant regulatory requirements on insurance operations</li> </ul> <p>6.2 Formulate product and service quality standards</p> <ul style="list-style-type: none"> <li>• Define quality in the contexts of brokerage services</li> <li>• Conduct market research to acquire customers' expectations towards service quality</li> <li>• Define quality levels</li> <li>• Analyze costs and benefits of achieving different quality levels</li> <li>• Work with relevant units to develop quality standards for individual services</li> <li>• Review quality standards in case of new or revamped products in case of new service development</li> </ul> <p>6.3 Ensure product and service quality standards support corporate development and profitability strategies</p> <ul style="list-style-type: none"> <li>• Define quality levels based on analysis of customers' expectations on service quality</li> <li>• Perform cost and benefit analysis relevant to predetermined quality levels</li> <li>• Collaborate with relevant units to formulate quality standards for individual services</li> <li>• Evaluate and adjust quality standards for new service development.</li> </ul> |
| 7. Assessment Criteria                  | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to define quality and quality levels in the context of brokerage services</li> <li>• Able to analyze relevant costs and benefits of achieving different quality levels</li> <li>• Able to develop feasible quality standards for different services respectively</li> <li>• Able to review and improve quality standards.</li> </ul>   |
| 8. Remarks                              |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Corporate Responsibility |  |
|---|--|
| 1. Title                                      | Monitor corporate social responsibility fulfillment  |
| 2. Code                                       | 105631L6   |
| 3. Range                                      | This unit of competency is applicable to those who are responsible for monitoring corporate social responsibility fulfillment within company. It involves if assessing corporate social responsibility activities are in line with public and company policies; and evaluating the impact of corporate social responsibility activities on company image.  |
| 4. Level                                      | 6  |
| 5. Credit                                     | 3 (for reference only)   |
| 6. Competency                                 | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in corporate social responsibility (CSR)</p> <ul style="list-style-type: none"> <li>• Well versed with relevant regulatory requirements on insurance operations</li> <li>• Comprehend corporate social responsibility strategies</li> <li>• Alert to global trends on corporate social responsibility</li> <li>• Alert to government public policy on corporate governance</li> <li>• Comprehend corporate development strategies</li> </ul> <p>6.2 Monitor level of corporate social responsibility fulfillment</p> <ul style="list-style-type: none"> <li>• Collect data on activities attributed to social responsibility fulfillment</li> <li>• Analyze social impact of these activities</li> <li>• Assess social impact against corporate social responsibility objectives</li> <li>• Assess social responsibility activities against government public policies</li> <li>• Assess social impact against corporate image</li> <li>• Identify activities to be continued/discontinued</li> <li>• Provide feedbacks to business units on their social responsibility fulfillment effectiveness</li> </ul> <p>6.3 Ensure social responsibility activities support corporate social responsibility strategies</p> <ul style="list-style-type: none"> <li>• Analyze social impact of activities attributed to social responsibility fulfillment based on data collected</li> <li>• Evaluate the implications of social activities against social responsibility objectives, government public policies and company's image</li> <li>• Communicate with business units to reflect on effectiveness of their social contribution.</li> </ul> |
| 7. Assessment Criteria                        | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analyze social impact of corporate social responsibility fulfillment</li> <li>• Able to determine potential activities to be continued/discontinued.</li> <li>• Able to reflect on business units' performance in social responsibility fulfillment.</li> </ul>  |
| 8. Remarks                                    | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Quality Management |   |
|---|---|
| 1. Title                                | Establish quality management system   |
| 2. Code                                 | 105666L6  |
| 3. Range                                | This unit of competency is applicable to those who are responsible for establishing quality management system. It involves establishing consensus on quality requirements of different services, defining overall quality standards, integrating quality checkpoints into day-to-day procedures, developing and introducing quality guidelines.   |
| 4. Level                                | 6   |
| 5. Credit                               | 5 (for reference only)  |
| 6. Competency                           | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in quality management</p> <ul style="list-style-type: none"> <li>• Comprehend corporate development strategies</li> <li>• Familiarize with operations of business units</li> <li>• Familiarize with products and services of company</li> <li>• Possess quality control and quality management techniques</li> <li>• Well versed with relevant regulatory requirements on insurance operations</li> </ul> <p>6.2 Establish quality management system</p> <ul style="list-style-type: none"> <li>• Work with relevant business units to establish consensus on quality requirements of different services</li> <li>• Consolidate quality requirements to define overall quality standards</li> <li>• Work with relevant business units to integrate quality checkpoints into day-to-day procedures</li> <li>• Develop quality guidelines on different services</li> <li>• Introduce quality guidelines to business units</li> <li>• Encourage company units to provide suggestions on improving quality standards</li> <li>• Collect quality-related data at control checkpoints</li> <li>• Assess quality of products and services against quality standards</li> <li>• Improve quality management system based on analysis</li> </ul> <p>6.3 Ensure quality management system supports corporate development strategies</p> <ul style="list-style-type: none"> <li>• Consolidate quality requirements for incorporation into operation procedures</li> <li>• Develop and introduce quality guidelines to business units</li> <li>• Establish channels for collection of suggestion on quality standard improvement</li> <li>• Evaluate and adjust management system based on analysis of service qualities.</li> </ul> |
| 7. Assessment Criteria                  | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to establish consensus with relevant units on quality requirements of different services</li> <li>• Able to integrate quality checkpoints to daily procedures</li> <li>• Able to formulate quality guidelines on different services</li> <li>• Able to introduce quality guidelines to relevant personnel</li> <li>• Able to review and improve quality management system based on assessment of service qualities.</li> </ul>   |
| 8. Remarks                              |   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Accounting & Finance |  |
|---|--|
| 1. Title  | Develop corporate financial management strategies  |
| 2. Code   | 105634L6   |
| 3. Range  | This unit of competency is applicable to those who are responsible for developing corporate financial management strategies. It involves working with relevant units to analyze the requirements to support day-to-day financial transactions, analyzing the implications of relevant regulatory requirements on various financial management initiatives, developing internal control mechanism and developing the overall objectives and guidelines.   |
| 4. Level  | 6  |
| 5. Credit   | 6 (for reference only)   |
| 6. Competency   | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in financial management</p> <ul style="list-style-type: none"> <li>• Fully aware of relevant regulatory requirements on risk exposures, solvency and liquidity</li> <li>• Able to apply financial management concepts to support day-to-day operations</li> </ul> <p>6.2(a) Develop corporate financial management strategies</p> <ul style="list-style-type: none"> <li>• Work with relevant business units to analyze the requirements to support smooth and efficient financial transactions involved on day-to-day basis, as well as future developments</li> <li>• Analyze the implications of various regulatory requirements on managing the financial aspects of the company</li> <li>• Research financial management frameworks</li> <li>• Analyze the adoptability of individual frameworks to support day-to-day operations as well as to comply with relevant regulatory requirements</li> <li>• Assess the need of internal control in managing financial activities</li> <li>• Develop control structure that aligns with organizational structure</li> <li>• Develop financial management objectives and guidelines to direct financial activities/transactions within the company</li> </ul> <p>6.2(b) Introduce corporate financial management strategies</p> <ul style="list-style-type: none"> <li>• Introduce objectives and guidelines to relevant unit heads</li> <li>• Set up channels to obtain feedbacks from staff</li> <li>• Fine-tune guidelines in light of staff feedbacks and changing operating contexts</li> </ul> <p>6.3 Develop corporate financial management strategies that effectively support-corporate development and in line with regulatory requirements</p> <ul style="list-style-type: none"> <li>• Ensure strategies effectively address the transaction needs of business units and comply with relevant regulatory requirements</li> <li>• Ensure strategies are well understood and supported by staff members.</li> </ul> |
| 7. Assessment Criteria                                | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analyze the implications of various regulatory requirements on managing the financial aspects of the company</li> <li>• Able to develop corporate financial management strategies that effectively</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | support corporate development and in line with regulatory requirements and complies with relevant regulatory requirements <ul style="list-style-type: none"><li>• Able to present corporate financial management strategies to relevant unit heads.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Asset management |   |
|---|---|
| 1. Title  | Implement investment strategies   |
| 2. Code   | 105635L6  |
| 3. Range  | This unit of competency is applicable to those who are responsible for implementing investment strategies. It involves assessing company liabilities, sourcing qualified investments, analyzing and forecasting economic environment, making asset allocations, as well as monitoring and rebalancing investment portfolios.  |
| 4. Level  | 6   |
| 5. Credit   | 5 (for reference only)  |
| 6. Competency                                     | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in investment management</p> <ul style="list-style-type: none"> <li>• Fully aware of regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practices issued by industry bodies</li> <li>• Comprehend company profitability, reserve and solvency policies</li> <li>• Comprehend corporate investment strategies</li> <li>• Possess skills in asset-liability investment management</li> </ul> <p>6.2 Implement investment strategies</p> <ul style="list-style-type: none"> <li>• Assess company current and future liabilities</li> <li>• Source investments qualified for solvency calculations</li> <li>• Analyze global and local economic environment</li> <li>• Analyze financial status and credit ratings of individual companies</li> <li>• Forecast economic development and investment performance</li> <li>• Assess investment risks and returns</li> <li>• Determine asset allocations</li> <li>• Implement investment decisions</li> <li>• Monitor investment performance</li> <li>• Monitor asset and liability values to ensure compliance of regulatory requirements</li> <li>• Rebalance investment portfolios as needed</li> </ul> <p>6.3 Ensure levels of current assets comply with regulatory requirements and support corporate investment strategies</p> <ul style="list-style-type: none"> <li>• Determine all elements of investment strategies in accordance with regulatory requirements</li> <li>• Monitor investment performance to ensure conformance to relevant regulatory requirements.</li> </ul> |
| 7. Assessment Criteria                            | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to implement effective investment strategies based on comprehensive analysis of economic environments and investment risks and returns</li> <li>• Able to monitor and rebalance investment portfolios in compliance with regulatory requirements and support investment strategies.</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
| 8. Remarks | This unit of competency is also applicable to life and general insurers. |
|------------|--|

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support and Services > Human Resource Management |   |
|--|---|
| 1. Title   | Develop compensation policies   |
| 2. Code  | 105636L6  |
| 3. Range   | This unit of competency is applicable to those who are responsible for developing compensation and benefits guidelines. It involves working with business units to establish consensus on principles in employee recruitment, developing salary structure and benefits packages, and developing staff recognition programmes.   |
| 4. Level   | 6   |
| 5. Credit  | 5 (for reference only)  |
| 6. Competency  | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in human resources and sales force management</p> <ul style="list-style-type: none"> <li>• Familiar with insurance market and its manpower needs</li> <li>• Comprehend corporate development, profitability and human resources strategies</li> <li>• Fully aware of relevant regulatory requirements, e.g. employment ordinance</li> <li>• Familiar with insurance labour market</li> <li>• Alert to trends in the development of compensation and benefit schemes</li> </ul> <p>6.2 Develop compensation policies</p> <ul style="list-style-type: none"> <li>• Work with relevant units to establish consensus on principles in recruiting, retaining, developing and rewarding competent employees</li> <li>• Research market trends in compensation and benefit schemes</li> <li>• Develop salary structure and benefits packages</li> <li>• Work with relevant units to develop staff recognition programmes and reward schemes</li> <li>• Review competitiveness of remuneration packages against market norms in attracting and retaining competent employees</li> <li>• Adjust policies as necessary</li> </ul> <p>6.3 Develop compensation policies that effectively retain employees in the organization</p> <ul style="list-style-type: none"> <li>• Ensure policies drive employee performance</li> <li>• Ensure compensation and commission policies remain competitive in the labour market.</li> </ul> |
| 7. Assessment Criteria                                       | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to develop compensation policies</li> <li>• Able to develop staff recognition programmes and reward schemes</li> <li>• Able to review competitiveness of remuneration packages against market norms.</li> </ul>  |
| 8. Remarks   | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Human Resources |  |
|--|--|
| 1. Title   | Develop corporate human resources strategies   |
| 2. Code  | 105637L6   |
| 3. Range   | This unit of competency is applicable to those who are responsible for developing corporate human resources strategies. It involves working with relevant units to analyze the manpower requirements to support day-to-day operations, analyzing impact of regulatory requirements on manpower management, and establishing guidelines that cover recruitment, compensation and benefits, performance management, development, and promotions.   |
| 4. Level   | 6  |
| 5. Credit  | 5 (for reference only)   |
| 6. Competency                                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in human resources management</p> <ul style="list-style-type: none"> <li>• Familiarize with insurance market and its manpower needs</li> <li>• Comprehend corporate development strategies</li> <li>• Fully aware of relevant regulatory requirements, e.g. licensing requirements, employment ordinance, PDPO, etc.</li> </ul> <p>6.2(a) Develop corporate human resources strategies</p> <ul style="list-style-type: none"> <li>• Work with business units to analyze the manpower requirements to support efficient day-to-day operations, as well as future development</li> <li>• Analyze the implications of various regulatory requirements on manpower management of the company</li> <li>• Establish guidelines on recruitment, compensation and benefits, performance management, development, and promotions</li> <li>• Develop guidelines to ensure staff members possess relevant licenses and professional qualifications to carry out designated duties</li> </ul> <p>6.2(b) Introduce strategies</p> <ul style="list-style-type: none"> <li>• Introduce strategies to business units</li> <li>• Liaise with business units to review the effectiveness of the HR management strategies in supporting operations, e.g. manpower development and allocations</li> <li>• Adjust strategies in light of feedbacks and changing market environment</li> </ul> <p>6.3 Develop corporate human resources strategies that effectively support corporate development and in line with regulatory requirements</p> <ul style="list-style-type: none"> <li>• Ensure strategies effectively address the manpower needs of business units and comply-with relevant regulatory requirements</li> <li>• Ensure strategies are well understood and supported by business units.</li> </ul> |
| 7. Assessment Criteria                           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analyze the manpower requirements to support day-to-day operations and corporate development</li> <li>• Able to develop corporate human resources strategies</li> <li>• Able to develop guidelines to ensure staff members possess relevant licenses and professional qualifications to carry out designated duties.</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
| 8. Remarks | This unit of competency is also applicable to life and general insurers. |
|------------|--|

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > IT Support |  |
|---|--|
| 1. Title                                    | Develop information security policies  |
| 2. Code                                     | 105638L6   |
| 3. Range                                    | This unit of competency is applicable to those who are responsible for developing information security policies to protect customer records. It involves analyzing record flow in day-to-day operations, prioritizing sensitivity of records, identifying potential risks and loopholes, developing internal control mechanism and record handling guidelines.   |
| 4. Level                                    | 6  |
| 5. Credit                                   | 5 (for reference only)   |
| 6. Competency                               | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in information security</p> <ul style="list-style-type: none"> <li>• Familiarize with operations of different business units</li> <li>• Fully aware of relevant regulatory requirements on information security</li> <li>• Alert to trends and development in information security</li> </ul> <p>6.2(a) Develop information security policies</p> <ul style="list-style-type: none"> <li>• Work with business units to analyze the data flow in day-to-day operations</li> <li>• Consolidate types of customer records to be processed</li> <li>• Prioritize the sensitivity of data</li> <li>• Identify potential risks and loopholes in data processing, e.g. unauthorized accesses</li> <li>• Assess the implications of regulatory requirements on data processing in day-to-day operations</li> <li>• Introduce internal control mechanism to protect data from identified risks</li> <li>• Develop record handling guidelines for relevant staff members</li> </ul> <p>6.2(b) Introduce information security policies</p> <ul style="list-style-type: none"> <li>• Educate staff members on information security policies</li> <li>• Ensure staff members comply with the policies</li> </ul> <p>6.2(c) Monitor effectiveness of information security policies</p> <ul style="list-style-type: none"> <li>• Work with business units to review the appropriateness and effectiveness of information security policies, as well as the compliance of staff members towards the policies</li> <li>• Pay attention to latest developments in information security</li> <li>• Improve information security policies as necessary</li> </ul> <p>6.3 Ensure information security policies effectively protects data from risks and loopholes in day-to-day operations</p> <ul style="list-style-type: none"> <li>• Ensure policy effectively addresses the risks and loopholes in customer records processing</li> <li>• Ensure staff members well understand the significance of data protection and support information security policies</li> <li>• Improve information security policies in light of staff feedbacks and latest developments in information security.</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
| 7. Assessment Criteria | The integrated outcome requirements of this unit of competency are: <ul style="list-style-type: none"><li>• Able to identify potential risks and loopholes in customer data processing</li><li>• Able to develop information security policies</li><li>• Able to develop data handling guidelines for relevant staff members.</li></ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

# **Competencies for Practitioners of the Insurance Industry (Insurance Brokers)**

## **QF Level 7**

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Marketing > Marketing Management |  |
|----------------------------------|--|
| 1. Title                         | Develop corporate marketing strategies for insurance intermediaries  |
| 2. Code                          | 105640L7   |
| 3. Range                         | This unit of competency is applicable to those who are responsible for developing corporate marketing strategies. It involves detailed analysis of various factors to develop corporate-wide product, pricing, distribution and promotion strategies.  |
| 4. Level                         | 7  |
| 5. Credit                        | 4 (for reference only)   |
| 6. Competency                    | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in strategic development</p> <ul style="list-style-type: none"> <li>• Comprehend corporate development strategies</li> <li>• Comprehend features of products and/or services of different insurers</li> <li>• Knowledgeable about insurance market</li> </ul> <p>6.2(a) Formulate basis of corporate marketing strategies</p> <ul style="list-style-type: none"> <li>• Analyze future trends of products and services provided by insurers</li> <li>• Analyze profiles of target segments and corresponding risk management needs</li> <li>• Determine opportunities and threats</li> <li>• Analyze costs, benefits and risks of each identified opportunity</li> <li>• Assess if identified opportunities support corporate development strategies</li> <li>• Assess likelihood of success of each identified opportunity in organization</li> <li>• Consult key stakeholders on business directions</li> </ul> <p>6.2(b) Develop corporate marketing strategies</p> <ul style="list-style-type: none"> <li>• Determine market positioning, e.g. cost leadership, differentiations</li> <li>• Define service mix</li> <li>• Decide customer outreaching channels</li> <li>• Decide promotion and advertising approaches</li> <li>• Determining relationship management strategies with partners, e.g. insurers' underwriters</li> <li>• Ensure strategies support corporate development</li> </ul> <p>6.2(c) Introduce corporate marketing strategies</p> <ul style="list-style-type: none"> <li>• Present strategies in an easy-to-understand manner to staff</li> <li>• Develop guidelines for marketing activities based on strategies</li> <li>• Review strategies in light of changing market environment</li> </ul> <p>6.3 Develop marketing strategies that align with corporate development strategies</p> <ul style="list-style-type: none"> <li>• Determine the opportunities and risk of individual segments</li> <li>• Formulate corporate market strategies that support corporate development</li> <li>• Develop guidelines for marketing activities to be followed by staff</li> <li>• Evaluate and review strategies based on feedbacks from the changing environment.</li> </ul> |
| 7. Assessment Criteria           | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analysis relevant costs, benefits and risk of opportunities in the market to facilitate the formulation of corporate marketing strategies</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"><li>• Able to determine elements of corporate marketing strategies</li><li>• Able to develop guidelines for marketing activities</li><li>• Able to review strategies in light of changing market environment.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Risk Management |  |
|--------------------------------------|--|
| 1. Title                             | Formulate enterprise risk management strategies  |
| 2. Code                              | 105643L7   |
| 3. Range                             | This unit of competency is applicable to those who are responsible for formulating risk management strategies to assess, identify, monitor and manage all aspects of risks involved in running an insurance business. It involves identifying enterprise risk management objectives, developing risk management framework and governance structure, as well as defining risk appetites and risk limits.  |
| 4. Level                             | 7  |
| 5. Credit                            | 6 (for reference only)   |
| 6. Competency                        | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in risk management</p> <ul style="list-style-type: none"> <li>• Master risk management principles and practices</li> <li>• Possess sound knowledge in statistics and actuary</li> <li>• Well versed with relevant regulatory requirements on insurance operations</li> <li>• Alert to global trends in regulatory requirements on insurance operations</li> <li>• Classify risks associated with insurance business, e.g. equity, credit, liquidity, interest rate, regulatory, etc.</li> <li>• Comprehend various insurance functions, including underwriting, claims, marketing, legal, etc.</li> <li>• Master various pricing and reserving strategies</li> </ul> <p>6.2 Develop overall risk management strategies for company</p> <ul style="list-style-type: none"> <li>• Establish enterprise risk management objectives, e.g. regulatory requirements, managing complex risk exposures</li> <li>• Prioritize key risks to company</li> <li>• Develop risk management framework and governance structure</li> <li>• Define risk appetite and risk limits</li> <li>• Define risk reporting structures</li> <li>• Identify challenges to implementation of strategies</li> <li>• Work with relevant personnel to address and tackle the challenges</li> <li>• Work with relevant personnel to induce risk management principles into business decisions</li> </ul> <p>6.3 Formulate risk management strategies support corporate development and complies with relevant regulatory requirements</p> <ul style="list-style-type: none"> <li>• Develop risk management framework and governance structure that enable effective identification, assessment, monitor and control of risks</li> <li>• Ensure risk management strategies support compliance with relevant regulatory requirements</li> <li>• Guide relevant personnel and units on implementing risk management framework into daily business.</li> </ul> |
| 7. Assessment Criteria               | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to establish enterprise risk management objectives</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
|            | <ul style="list-style-type: none"><li>• Able to identify areas of operations that are related to risk management and require proper governing mechanisms</li><li>• Able to develop risk management framework and governance structure that allow identification, assessment, monitor and control of risks</li><li>• Able to guide relevant personnel to apply risk management principles in making business decisions.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Risk Management |   |
|--------------------------------------|---|
| 1. Title                             | Manage enterprise risks   |
| 2. Code                              | 105644L7  |
| 3. Range                             | This unit of competency is applicable to those who are responsible for managing all aspects of risks involved in an insurance business. It involves identifying the risks faced by the business, analyzing their potential impact on business development, and devising appropriate tactics to manage and control the identified risks.   |
| 4. Level                             | 7   |
| 5. Credit                            | 5 (for reference only)  |
| 6. Competency                        | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in risk management</p> <ul style="list-style-type: none"> <li>• Master risk management principles and practices</li> <li>• Possess sound knowledge in statistics and actuary</li> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Alert to global trends in regulatory requirements on insurance operations</li> <li>• Classify risks associated with insurance business, e.g. equity, credit, liquidity, interest rate, regulatory, etc.</li> </ul> <p>6.2(a) Identify risks faced by business and analyze their impact on business development</p> <ul style="list-style-type: none"> <li>• Work with relevant personnel to continuously identify risks faced by the business, including but not limited to regulatory, capital, interest rate, equity and currency risks</li> <li>• Acquire comprehensive knowledge of the identified risks, e.g. requirements of different capital measures</li> <li>• Analyze current business situations, e.g. current product mix for the determination of liabilities levels</li> <li>• Assess impact of the identified risks, e.g. risk-based measures, scrutiny on distributions, on business development, overall profitability and competitiveness</li> </ul> <p>6.2(b) Devise tactics to manage and control identified risks</p> <ul style="list-style-type: none"> <li>• Work with relevant personnel to develop management tactics for the identified risks, e.g. extra capacity to accommodate potential regulatory changes, dynamic asset allocations, currency swap for managing currency exposures</li> <li>• Analyze resources requirements for the identified tactics</li> <li>• Work with relevant personnel to implement the tactics</li> <li>• Arrange risk stress testing</li> <li>• Evaluate effectiveness of the tactics</li> <li>• Improve the tactics based on evaluation results</li> </ul> <p>6.3 Manage enterprise risks according to corporate risk management strategies</p> <ul style="list-style-type: none"> <li>• Proactively identify and assess the different types of risks faced by the business</li> </ul> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |   |
|------------------------|---|
|                        | <ul style="list-style-type: none"> <li>• Develop tactics to manage the identified risks</li> <li>• Ensure all risk management practices comply with regulatory requirements</li> <li>• Evaluate effectiveness of tactics and improve as necessary.</li> </ul>   |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to identify risks faced by the business and analyze their impact on business development</li> <li>• Able to work with relevant personnel to devise appropriate tactics to manage the identified risks</li> <li>• Able to manage enterprise risks according to corporate risk management strategies and in accordance with all regulatory requirements</li> <li>• Able to evaluate effectiveness of risk management tactics and improve as required.</li> </ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Corporate Governance |  |
|---|--|
| 1. Title                                  | Formulate company corporate governance policies  |
| 2. Code                                   | 105645L7   |
| 3. Range                                  | This unit of competency is applicable to those who are responsible for formulating corporate governance policies. It involves integrating regulatory corporate governance requirements into governance structure, defining roles and responsibilities of board of directors, as well as establishing guidelines on specialized committees, structure of senior management, outsourcing and stakeholder relationship management.  |
| 4. Level                                  | 7  |
| 5. Credit                                 | 6 (for reference only)   |
| 6. Competency                             | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in establishing corporate governance policies</p> <ul style="list-style-type: none"> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend regulatory requirements on the composition of the board of directors (e.g. number of directors, independent directors, qualifications of directors, etc.)</li> <li>• Alert to public policies on corporate governance</li> <li>• Alert to global trends on corporate governance</li> <li>• Comprehend corporate development strategies</li> </ul> <p>6.2 Establish company corporate governance policies</p> <ul style="list-style-type: none"> <li>• Integrate regulatory corporate governance requirements into company governance structure</li> <li>• Develop corporate governance objectives</li> <li>• Define roles and responsibilities of board of directors</li> <li>• Determine size and composition of board of directors</li> <li>• Develop guidelines on election, cessation and retirement of members in board of directors</li> <li>• Define structure of senior management (such as board of directors, chief executive, chairman, etc.)</li> <li>• Develop guidelines on conflicts of interest</li> <li>• Develop meeting requirements of board of directors (e.g. frequency, quorum requirement, format, etc.)</li> <li>• Develop guidelines on setting up of specialized committees (such as audit, investment, risk management)</li> <li>• Develop guidelines on outsourcing</li> <li>• Develop guidelines on stakeholder relationship management</li> <li>• Work with business units to develop work culture that embraces corporate governance</li> </ul> <p>6.3 Ensure corporate governance policies comply with regulatory requirements</p> |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|                        |  |
|------------------------|--|
|                        | <ul style="list-style-type: none"> <li>• Define elements of corporate governance policies, including specifications in objectives, responsibilities, structure and various operational guidelines</li> <li>• Collaborate with relevant business units to develop work culture with reference to corporate governance.</li> </ul>   |
| 7. Assessment Criteria | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to formulate clearly defined corporate governance policies that comply with regulatory requirements</li> <li>• Able to develop relevant guidelines to implement corporate governance policies.</li> </ul> |
| 8. Remarks             | This unit of competency is also applicable to life and general insurers.   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Corporate Governance |   |
|---|---|
| 1. Title                                  | Assess performance of senior management   |
| 2. Code                                   | 105646L7  |
| 3. Range                                  | This unit of competency is applicable to those who are responsible for assessing performance of senior personnel. It involves assessing roles and responsibilities of senior management against corporate governance objectives, as well as corporate development strategies.   |
| 4. Level                                  | 7   |
| 5. Credit                                 | 4 (for reference only)  |
| 6. Competency                             | <p><u>Performance Requirements</u></p> <p>6.1 Possess knowledge in assessing performance of senior management</p> <ul style="list-style-type: none"> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend company corporate governance policies</li> <li>• Alert to public policies on corporate governance</li> <li>• Alert to global trends on corporate governance</li> <li>• Comprehend regulatory requirements on the composition of the board of directors (e.g. number of directors, independent directors, qualifications of directors, etc.)</li> <li>• Comprehend corporate development strategies</li> <li>• Possess knowledge and skills in assessing performance of senior management</li> </ul> <p>6.2 Assess performance of senior management</p> <ul style="list-style-type: none"> <li>• Review composition of board of directors</li> <li>• Assess roles of senior management including chief executive officer and chairman against corporate development strategies</li> <li>• Assess responsibilities of senior management including chief executive officer and chairman against corporate development strategies</li> <li>• Appraise performance of senior management including chief executive officer and chairman against governance objectives</li> <li>• Assess effectiveness of specialized committees in assisting board of directors against governance objectives</li> <li>• Evaluate actual conformance to established guidelines (e.g. conflict of interest)</li> </ul> <p>6.3 Ensure senior management supports the implementation corporate governance objectives</p> <ul style="list-style-type: none"> <li>• Conduct assessment and appraisal on performance and responsibilities of senior management against corporate development strategies</li> <li>• Evaluate the performance of specialized committees in assisting board of directors against governance objectives.</li> </ul> |
| 7. Assessment Criteria                    | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to appraise performance of senior management against corporate</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | <p style="text-align: center;">governance objectives and development strategies</p> <ul style="list-style-type: none"><li>• Able to assess effectiveness of specialized committees in assisting board of directors against governance objectives</li><li>• Able to evaluate compliance performance towards prescribed guidelines.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Legal & Compliance > Corporate Responsibility |   |
|---|---|
| 1. Title                                      | Formulate corporate social responsibility strategies  |
| 2. Code                                       | 105647L7  |
| 3. Range                                      | This unit of competency is applicable to those who are responsible for formulating corporate social responsibility strategies. It involves interpreting social responsibility in the contexts of insurance operations, defining objectives, levels of commitment and overall approach to commit in social responsibility, developing implementation guidelines, and introducing strategies to business units.   |
| 4. Level                                      | 7   |
| 5. Credit                                     | 4 (for reference only)  |
| 6. Competency                                 | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in corporate social responsibility</p> <ul style="list-style-type: none"> <li>• Well versed with relevant regulatory requirements on insurance operations</li> <li>• Alert to global trends on corporate social responsibility</li> <li>• Comprehend corporate development strategies</li> </ul> <p>6.2 Formulate corporate social responsibility strategies</p> <ul style="list-style-type: none"> <li>• Define social responsibility in the contexts of insurance operations</li> <li>• Define objectives and levels of commitment</li> <li>• Determine corporate approach to commit in social responsibility</li> <li>• Work with unit heads to establish consensus on social responsibility strategies</li> <li>• Develop guidelines on implementing corporate social responsibility</li> <li>• Introduce corporate social responsibility strategies to business units</li> <li>• Work with unit heads to evaluate fulfillment levels and effectiveness against objectives</li> <li>• Fine tune social responsibility strategies as needed</li> </ul> <p>6.3 Ensure corporate social responsibility strategies are in line with corporate development strategies</p> <ul style="list-style-type: none"> <li>• Determine elements of corporate social responsibility strategies, including social responsibilities, objectives, commitment levels, and overall approaches</li> <li>• Collaborate with unit heads to establish general agreement on social responsibility strategies</li> <li>• Introduce corporate social responsibility strategies to relevant units</li> <li>• Evaluate and adjust effectiveness and fulfillment levels with reference to prescribed objectives.</li> </ul> |
| 7. Assessment Criteria                        | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to define various components of social responsibility strategies in the contexts of insurance operations</li> <li>• Able to formulate corporate social responsibility policies in accordance with corporate development</li> <li>• Able to develop guidelines on implementation of corporate social responsibility</li> <li>• Able to introduce corporate social responsibility strategies to business units</li> <li>• Able to review and fine tune effectiveness and compliance of social responsibility</li> </ul>  |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |  |
|------------|--|
|            | strategies against predefined objectives.                                |
| 8. Remarks | This unit of competency is also applicable to life and general insurers. |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

| Operational Support & Services > Asset management |   |
|---|---|
| 1. Title  | Formulate investment management strategies  |
| 2. Code   | 105648L7  |
| 3. Range  | This unit of competency is applicable to those who are responsible for formulating investment management strategies. It involves assessing implications of regulatory requirements on company profitability, reserves and solvency policies, as well as integrating regulatory requirements to establish return objectives, asset-liability investment and investment implementation strategies.  |
| 4. Level  | 7   |
| 5. Credit   | 6 (for reference only)  |
| 6. Competency                                     | <p><b><u>Performance Requirements</u></b></p> <p>6.1 Possess knowledge in formulating investment management strategies</p> <ul style="list-style-type: none"> <li>• Well versed with regulatory requirements in respect of the insurance industry, including all of the relevant ordinances and statutory regulations; guidance notes and circulars issued by the regulators; industry standards, guidelines and codes of practice issued by industry bodies</li> <li>• Comprehend company profitability, reserve and solvency policies</li> <li>• Comprehend company current and expected future liabilities</li> <li>• Possess skills and knowledge in investment management</li> </ul> <p>6.2 Formulate investment management strategies</p> <ul style="list-style-type: none"> <li>• Assess implications of regulatory requirements on company profitability, reserve and solvency policies</li> <li>• Assess company current and future liabilities</li> <li>• Integrate regulatory requirements to develop corporate investment principles</li> <li>• Identify return objectives (e.g. absolute return, relative return, risk-adjusted return, etc.)</li> <li>• Develop asset-liability management investment strategies</li> <li>• Develop investment implementation/trade execution strategies</li> <li>• Introduce investment implementation strategies to investment managers</li> <li>• Review investment implementation strategies against return objectives from time to time</li> <li>• Fine tune investment management strategy as needed</li> </ul> <p>6.3 Formulate investment management strategies in accordance with regulatory requirements and company profitability policies</p> <ul style="list-style-type: none"> <li>• Formulate investment management strategy based on evaluation of financial performances</li> <li>• Develop investment implementation strategies in accordance with company profitability policies and risk objectives</li> <li>• Introduce investment implementation strategies to investment managers</li> <li>• Evaluate and adjust investment management strategy periodically.</li> </ul> |
| 7. Assessment Criteria                            | <p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to develop investment management strategy in accordance with regulatory</li> </ul>   |

**Specification of Competency Standards of the Insurance Industry (Insurance Brokers)**  
**Unit of Competency**

|            |   |
|------------|---|
|            | requirements and corporate policies <ul style="list-style-type: none"><li>• Able to introduce investment implementation strategies to investment managers</li><li>• Able to review and fine tune investment management strategies based on evaluation of investment implementation strategies with return objectives.</li></ul> |
| 8. Remarks | This unit of competency is also applicable to life and general insurers.  |

**Generic Level Descriptors**

| <b>Level</b> | <b>Knowledge &amp; Intellectual Skills</b>  | <b>Processes</b>   | <b>Application, Autonomy &amp; Accountability</b>  | <b>Communications, IT &amp; Numeracy</b>   |
|--------------|---|--|--|--|
| 1            | <ul style="list-style-type: none"> <li>- Employ recall and demonstrate elementary comprehension in a narrow range of areas with dependency on ideas of others</li> <li>- Exercise basic skills</li> <li>- Receive and pass on information</li> <li>- Use, under supervision or prompting, basic tools and materials.</li> <li>- Apply learnt responses to solve problems</li> <li>- Operate in familiar, personal and/or everyday contexts</li> <li>- Take some account, with prompting, of identified consequences of</li> </ul> | <ul style="list-style-type: none"> <li>- Operate mainly in closely defined and highly structured contexts</li> <li>- Carry out processes that are repetitive and predictable</li> <li>- Undertake the performance of clearly defined tasks</li> <li>- Assume a strictly limited range of roles.</li> </ul> | <ul style="list-style-type: none"> <li>- The ability to perform tasks of routine and repetitive nature given clear direction</li> <li>- Carry out directed activity under close supervision</li> <li>- Rely entirely on external monitoring of output and quality</li> </ul> | <ul style="list-style-type: none"> <li>- Use very simple skills with assistance — for example:</li> <li>- Take some part in discussions about straightforward subjects</li> <li>- Read and identify the main points and ideas from documents about straightforward subjects</li> <li>- Produce and respond to a limited range of simple, written and oral communications, in familiar/routine contexts</li> <li>- Carry out a limited range of simple tasks to process data and access information</li> <li>- Use a limited range of very simple and familiar numerical and pictorial data</li> <li>- Carry out calculations, using</li> </ul> |

Generic Level Descriptors

| Level | Knowledge & Intellectual Skills  | Processes  | Application, Autonomy & Accountability  | Communications, IT & Numeracy  |
|-------|--|--|---|--|
| 2     | <ul style="list-style-type: none"> <li>- Apply knowledge based on an underpinning comprehension in a selected number of areas</li> <li>- Make comparisons with some valuation and interpret available information</li> <li>- Apply basic tools and materials and use rehearsed stages for solving problems.</li> <li>- Operate in familiar, personal and/or everyday contexts</li> <li>- Take account the identified consequences of actions.</li> </ul> | <ul style="list-style-type: none"> <li>- Choose from a range of procedures performed in a number of contexts, a few of which may be non-routine</li> <li>- Co-ordinate with others to achieve common goals.</li> </ul> | <ul style="list-style-type: none"> <li>- The ability to perform a range of tasks in predictable and structured contexts</li> <li>- Undertake directed activity with a degree of autonomy</li> <li>- Achieve outcomes within time constraints</li> <li>- Accept defined responsibility for quantity and quality of output subject to external quality checking.</li> </ul> | <ul style="list-style-type: none"> <li>- Use skills with some assistance —for example:</li> <li>- Take active part in discussions about identified subjects</li> <li>- Identify the main points and ideas from documents and reproduce them in other contexts</li> <li>- Produce and respond to a specified range of written and oral communications, in familiar/routine contexts</li> <li>- Carry out a defined range of tasks to process data and access information</li> <li>- Use a limited range of familiar numerical and graphical data in everyday</li> </ul> |

**Generic Level Descriptors**

| <b>Level</b> | <b>Knowledge &amp; Intellectual Skills</b>  | <b>Processes</b>   | <b>Application, Autonomy &amp; Accountability</b>   | <b>Communications, IT &amp; Numeracy</b>   |
|--------------|---|--|---|--|
| 3            | <ul style="list-style-type: none"> <li>- Apply knowledge and skills in arrange of activities, demonstrating comprehension of relevant theories</li> <li>- Access, organize and evaluate information independently and make reasoned judgments in relation to a subject or discipline</li> <li>- Employ a range of responses to well defined, but sometimes unfamiliar or unpredictable, problems</li> <li>- Make generalizations and predictions in familiar contexts.</li> </ul> | <ul style="list-style-type: none"> <li>- Operate in a variety of familiar and some unfamiliar contexts, using a known range of technical or learning skills</li> <li>- Select from a considerable choice of predetermined procedures</li> <li>- Give presentations to an audience</li> </ul> | <ul style="list-style-type: none"> <li>- The ability to perform tasks in a broad range of predictable and structured contexts which may also involve some non-routine activities requiring a degree of individual responsibility</li> <li>- Engage in self-directed activity with guidance/evaluation</li> <li>- Accept responsibility for quantity and quality of output</li> <li>- Accept well defined but limited responsibility for the quantity and quality of the output of others</li> </ul> | <ul style="list-style-type: none"> <li>- Use a wide range of largely routine and well practiced skills — for example:</li> <li>- Produce and respond to detailed and complex written and oral communication in familiar contexts, and use a suitable structure and style when writing extended documents.</li> <li>- Select and use standard applications to obtain, process and combine information</li> <li>- Use a wide range of numerical and graphical data in routine contexts, which may have some non-routine elements.</li> </ul> |

**Generic Level Descriptors**

| Level | Knowledge & Intellectual Skills   | Processes  | Application, Autonomy & Accountability   | Communications, IT & Numeracy   |
|-------|---|--|--|---|
| 4     | <ul style="list-style-type: none"> <li>- Develop a rigorous approach to the acquisition of a broad knowledge base, with some specialist knowledge in selected areas</li> <li>- Present and evaluate information, using it to plan and develop investigative strategies</li> <li>- Deal with well defined issues within largely familiar contexts, but extend this to some unfamiliar problems</li> <li>- Employ a range of specialised skills and approaches to generate a range of responses.</li> </ul> | <ul style="list-style-type: none"> <li>- Operate in a range of varied and specific contexts involving some creative and non-routine activities</li> <li>- Exercise appropriate judgment in planning, selecting or presenting information, methods or resources</li> <li>- Carry out routine lines of enquiry, development of investigation into professional level issues and problems.</li> </ul> | <ul style="list-style-type: none"> <li>- The ability to perform skilled tasks requiring some discretion and judgment, and undertake a supervisory role</li> <li>- Undertake self-directed and a some directive activity</li> <li>- Operate within broad general guidelines or functions</li> <li>- Take responsibility for the nature and quantity of own outputs</li> <li>- Meet specified quality standards</li> <li>- Accept some responsibility for the quantity and quality of the output of others.</li> </ul> | <ul style="list-style-type: none"> <li>- Use a wide range of routine skills and some advanced skills associated with the subject/discipline — for example:</li> <li>- Present using a range of techniques to engage the audience in both familiar and some new contexts</li> <li>- Read and synthesize extended information from subject documents; organize information coherently, convey complex ideas in well-structured form</li> <li>- Use a range of IT applications to support and enhance work</li> <li>- Plan approaches to obtaining and using information, choose appropriate methods and data</li> </ul> |

**Generic Level Descriptors**

| <b>Level</b> | <b>Knowledge &amp; Intellectual Skills</b>  | <b>Processes</b>  | <b>Application, Autonomy &amp; Accountability</b>   | <b>Communications, IT &amp; Numeracy</b>   |
|--------------|---|---|---|--|
| 5            | <ul style="list-style-type: none"> <li>- Generate ideas through the analysis of abstract information and concepts</li> <li>- Command wide ranging, specialized technical, creative and/or conceptual skills</li> <li>- Identify and analyse both routine and abstract professional problems and issues, and formulate evidence-based responses</li> <li>- Analyse, reformat and evaluate a wide range of information</li> <li>- Critically analyse, evaluate and/or synthesize ideas, concepts, information and issues</li> </ul> | <ul style="list-style-type: none"> <li>- Utilise diagnostic and creative skills in a range of technical, professional or management functions</li> <li>- Exercise appropriate judgment in planning, design, technical and/or supervisory functions related to products, services, operations or processes.</li> </ul> | <ul style="list-style-type: none"> <li>- Perform tasks involving planning, design, and technical skills, and involving some management functions</li> <li>- Accept responsibility and accountability within broad parameters for determining and achieving personal and/or group outcomes</li> <li>- Work under the mentoring of senior qualified practitioners</li> <li>- Deal with ethical issues, seeking guidance of others where appropriate.</li> </ul> | <ul style="list-style-type: none"> <li>- Use a range of routine skills and some advanced and specialized skills in support of established practices in a subject/discipline, for example:</li> <li>- Make formal and informal presentations on standard/mainstream topics in the subject/discipline to a range of audiences</li> <li>- Participate in group discussions about complex subjects; create opportunities for others to contribute</li> <li>- Use a range of IT applications to support and enhance work</li> <li>- Interpret, use and evaluate numerical and graphical data to achieve goals/targets.</li> </ul> |

**Generic Level Descriptors**

| <b>Level</b> | <b>Knowledge &amp; Intellectual Skills</b>   | <b>Processes</b>  | <b>Application, Autonomy &amp; Accountability</b>  | <b>Communications, IT &amp; Numeracy</b>  |
|--------------|--|---|--|---|
| 6            | <ul style="list-style-type: none"> <li>- Critically review, consolidate, and extend a systematic, coherent body of knowledge</li> <li>- Utilise highly specialised technical research or scholastic skills across an area of study</li> <li>- Critically evaluate new information, concepts and evidence from a range of sources and develop creative responses</li> <li>- Critically review, consolidate and extend knowledge, skills practices and thinking in a subject/discipline</li> <li>- Deal with complex issues and make informed judgments in the absence of complete or</li> </ul> | <ul style="list-style-type: none"> <li>- Transfer and apply diagnostic and creative skills in a range of situations</li> <li>- Exercise appropriate judgment in complex planning, design, technical and/or management functions related to products, services operations or processes, including resourcing and evaluation</li> <li>- Conduct research, and/or advanced technical or professional activity</li> <li>- Design and apply appropriate research methodologies.</li> </ul> | <ul style="list-style-type: none"> <li>- Apply knowledge and skills in a broad range of professional work activities</li> <li>- Practice significant autonomy in determining and achieving personal and/or group outcomes</li> <li>- Accept accountability in related decision making including use of supervision</li> <li>- Demonstrate leadership and /or make an identifiable contribution to change and development.</li> </ul> | <ul style="list-style-type: none"> <li>- Communicate, using appropriate methods, to a range of audiences including peers, senior colleagues, specialists</li> <li>- Use a wide range of software to support and enhance work; identify refinements to existing software to increase effectiveness or specify new software</li> <li>- Undertake critical evaluations of a wide range of numerical and graphical data, and use calculations at various stages of the work.</li> </ul> |

Generic Level Descriptors

| Level | Knowledge & Intellectual Skills  | Processes  | Application, Autonomy & Accountability  | Communications, IT & Numeracy  |
|-------|--|--|---|--|
| 7     | <ul style="list-style-type: none"> <li>- Demonstrate and work with a critical overview of a subject or discipline, including an evaluative understanding of principal theories and concepts, and of its broad relationships with other disciplines</li> <li>- Identify, conceptualise and offer original and creative insights into new, complex and abstract ideas and information</li> <li>- Deal with very complex and/or new issues and make informed judgments in the absence of complete or consistent data/information</li> <li>- Make a significant and original contribution to a specialised field of inquiry, or to broader interdisciplinary relationships.</li> </ul> | <ul style="list-style-type: none"> <li>- Demonstrate command of research and methodological issues and engage in critical dialogue</li> <li>- Develop creative and original responses to problems and issues in the context of new circumstances.</li> </ul> | <ul style="list-style-type: none"> <li>- Apply knowledge and skills in a broad range of complex and professional work activities, including new and unforeseen circumstances</li> <li>- Demonstrate leadership and originality in tackling and solving problems</li> <li>- Accept accountability in related decision making</li> <li>- High degree of autonomy, with full responsibility for own work, and significant responsibility for others</li> <li>- Deal with complex ethical and professional issues.</li> </ul> | <ul style="list-style-type: none"> <li>- Strategically use communication skills, adapting context and purpose to a range of audiences</li> <li>- Communicate at the standard of published academic work and/or critical dialogue</li> <li>- Monitor, review and reflect on own work and skill development, and change and adapt in the light of new demands</li> <li>- Use a range of software and specify software requirements to enhance work, anticipating future requirements</li> <li>- Critically evaluate numerical and graphical data, and employ such data extensively.</li> </ul> |