

# Building Capacity for Future Growth

A report by The Hong Kong Institute of Bankers to understand the current talent development landscape in the banking industry in Hong Kong

# Message from CEO

Dear Members,

The Hong Kong Institute of Bankers (HKIB) conducted the Talent Development Survey 2016 with an objective of understanding the training needs of banking practitioners in Hong Kong.

We are pleased to see training demand rising in the local banking industry and the need has emerged for a common qualification benchmark. Market requirements are becoming more complex and the HKIB have a crucial role in developing the products for a sustainable industry.

As a renowned international financial centre in Asia, Hong Kong is well-positioned to seize growth opportunities by servicing customers and corporates in the region who consequently have increasing demands on professional banking and financial services. We must continue to raise the industry's professional standards, and we should do so by enhancing the capacity of our people.

We plan to launch the new Certified Banker (CB) qualification in January 2017 which will further support the capacity building and talent development for the local banking and financial services industry. The three-stage CB programme is suitable for current banking and financial practitioners as well as young graduates who wish to build a stronger professional foundation and deepen their banking industry knowledge. More programme details will be available through our regular communications channels. Please stay tuned.

The sustainable growth of the banking industry relies on people and talent development is one of the key priorities for industry. I strongly believe that the HKIB has a strategic role to play in supporting such an important industry initiative. We will use these survey findings to shape our strategies and priorities in the future, to ensure that we continue to perform our role in enhancing the competency of the banking practitioners. My colleagues and I look forward to your ongoing support.

**Carrie Leung**

**Chief Executive Officer of The Hong Kong Institute of Bankers**

# About the Research

The findings of this survey can be divided into **two key areas**:

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- Attractiveness of Banking as a profession
- Training and development landscape



# About the Research

## Format

Online survey



## Time & Duration

Data collection  
between 13 Apr – 2 Jun 2016  
7 weeks



## Targets

Individual members,  
corporate members and  
non-members

Employees and representatives from

- Banks
- Non-bank financial institutions (FIs)
- Regulators
- Independent training service providers
- Professional bodies/ institutes
- Academia (including university students)
- HKIB corporate members

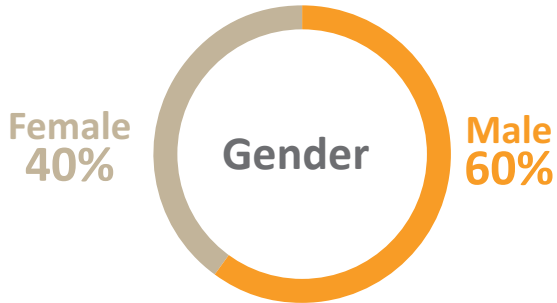


## Response

Completed  
questionnaires  
507

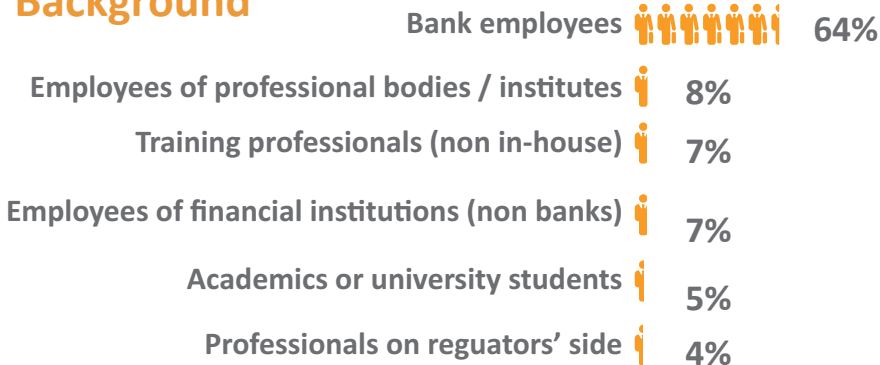


# About the Research



Base: Excluding refusal 462

## Background



Base: Excluding HKIC corporate member 459



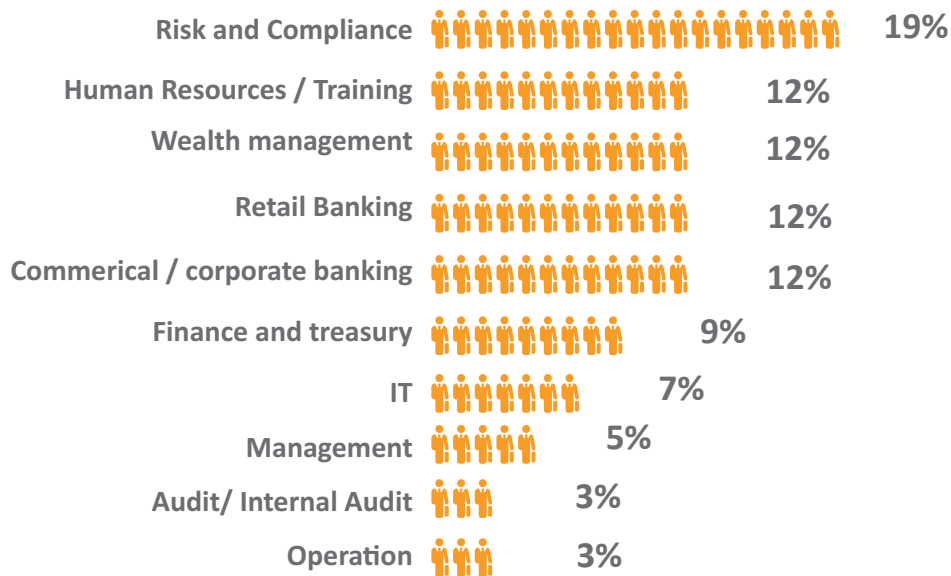
Base: All respondents 507



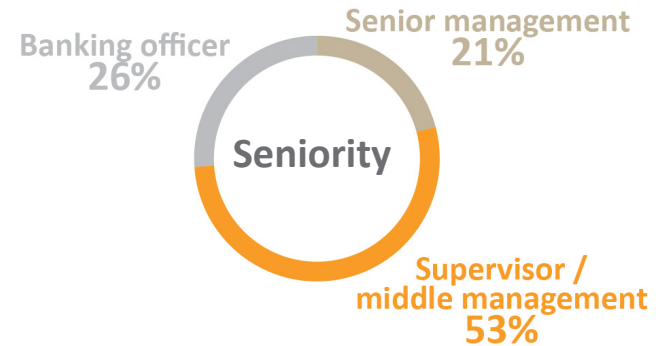
Ref: S1, S2a, S2b, E1, E2, E7

# About the Research

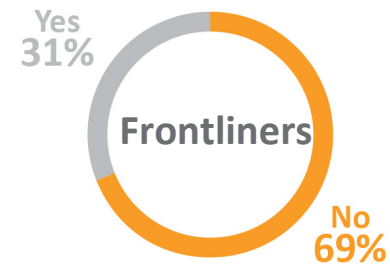
## Business divisions



Base: Banking, FI employee 328



Base: Banking, FI employee and banking regulator 347



Base: Banking, FI employee and banking regulator 347

Base: Banking, FI employee (where applicable) 288

Ref: E3, E4, E5, E6



# Results highlights



Findings at a glance



# Findings at a Glance

## Part 1: Career Development Outlook



**>60%**  
of respondents agree that  
**Banking is a profession**  
similar to legal or accounting services.



**2/3**  
of respondents think **talent retention** is the most **challenging manpower issue**.



**60%**  
of respondents consider that the **banking industry is appealing to young talent**. Yet, those aged 18-34 are less likely to think so (51%).



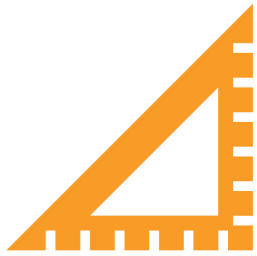
**Risk & Compliance (34%)** and **Wealth Management (17%)** are perceived as the **most attractive** business divisions in the context of career development.





# Findings at a Glance

## Part 2: Training & Development Landscape



### Common qualification benchmark

for the banking and financial services industry is welcomed by an overwhelming percentage of respondents (77%).



**88%**

of respondents recognise the need for **training and its positive impact strengthening market trust.**



**Job relevance, career advancement and regulatory requirements** are the

### Top 3

factors considered by employees during the training selection process.

**82%**



**Training demand is expected to**

### grow

**(82%)** and external training providers are expected to play a bigger role (72%).

**67%**



**20%**



In the past year, **most** respondents received training in **Risk & Compliance** (67%), **Role specific subjects** (50%). Only around 20% have received training on **Fintech & Cybersecurity, Industry Value & Ethics, RMB & China initiatives.**



# Key Responses of the Less Experienced Practitioners

	All respondents	10 yrs of experience or less
Agreement that banking is a profession?	66%	61%
Intention to remain in banking industry for next 5 years?	77%	73%
Agreement that professional training help strengthen market trust?	88%	82%



# Looking into the Numbers

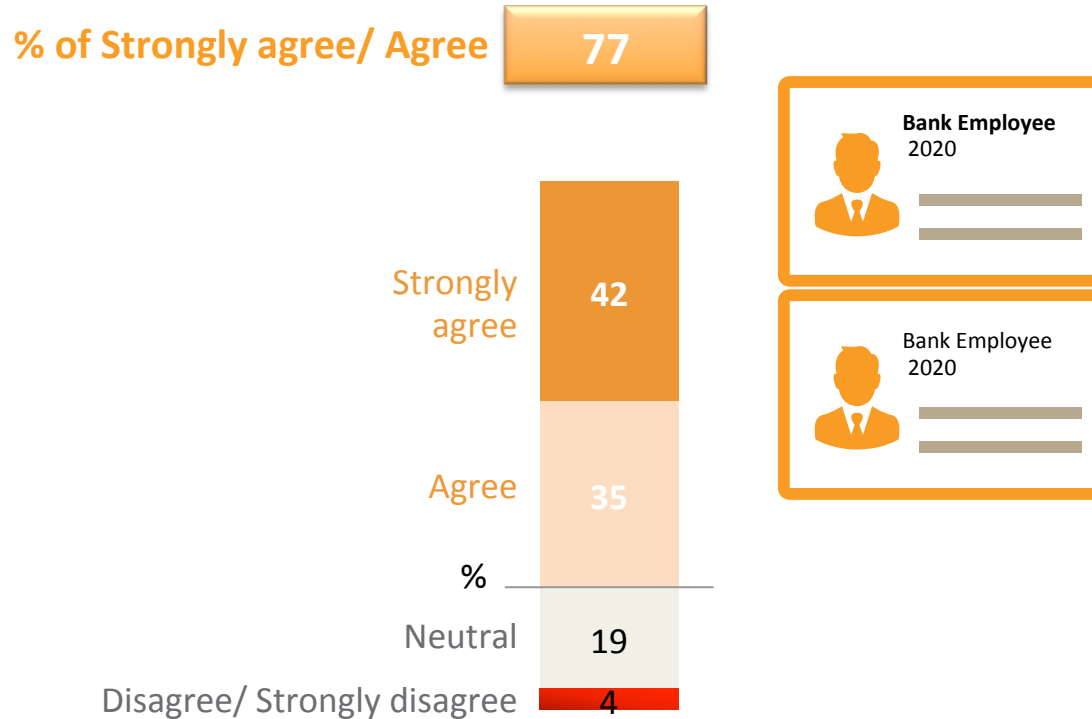
## Part 1

### Career Outlook for the Banking Industry



# More than 75% say 'Remain'

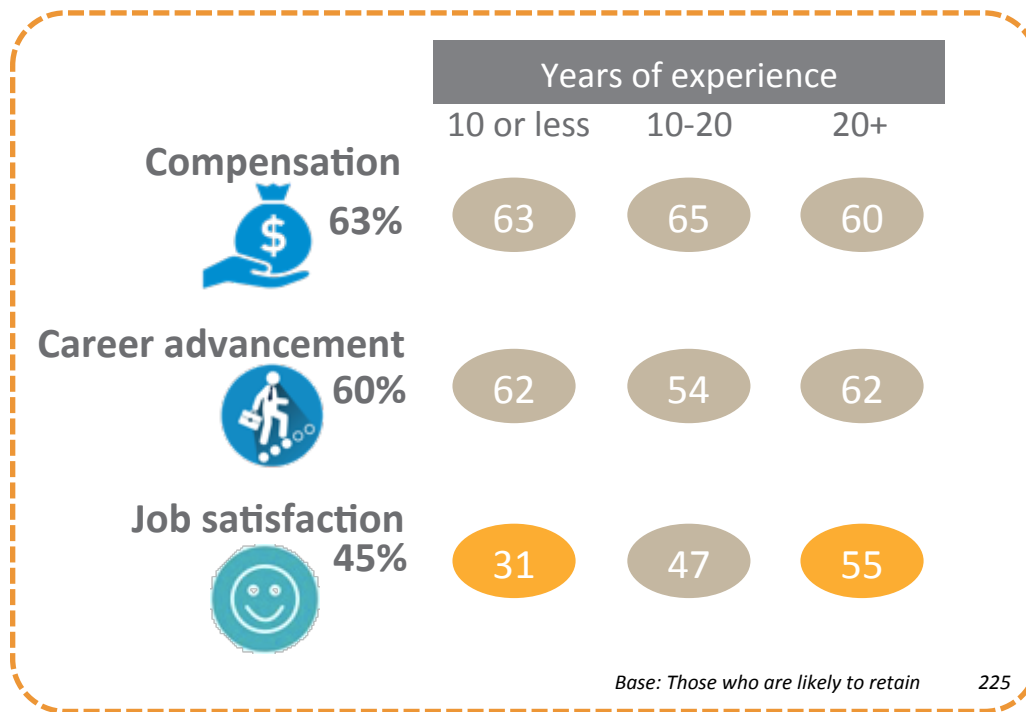
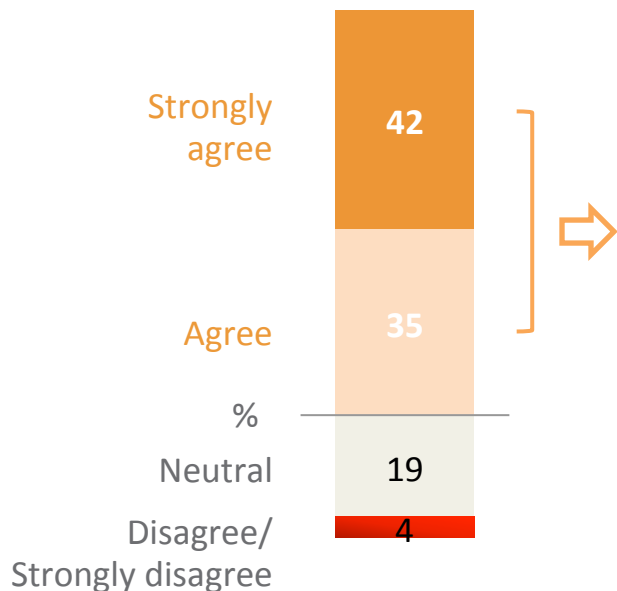
## Will you remain in the Banking industry for the next 5 years?



Base: Banking employee 294  
Ref: B3a, B3b, B3c

# Reasons for Staying

Will you remain in the Banking industry for the next 5 years?



# 2/3 see banking as a profession

% of Strongly agree/ Agree

66



Strongly agree

25

Agree

41

%

Neutral

20

Disagree/  
Strongly disagree

14



## More agreed within

Training professional (non in-house) 74%

Non customer-facing employees 69%

## Less agreed within

Customer-facing employees 39%

10 yrs of experience or less 39%



# Banking is appealing to young talent



60% of respondents consider that the Banking industry is **appealing** to young talent.

Yet, those aged 18-34 are less likely to think so (51%).



# Looking into the Numbers

## Part 2



### Training & Development Landscape

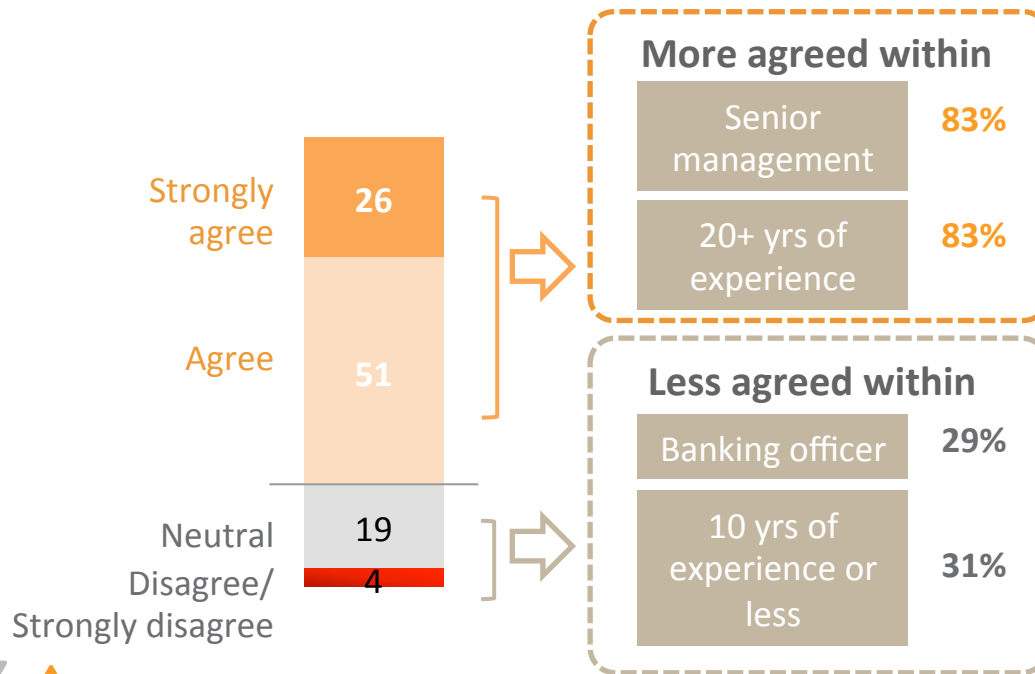




# Positive about common qualification benchmark

77% of the respondents agreed to the statement *“A common benchmark/ qualification to measure the competence of an individual helps to raise banking practitioners' professional status”*

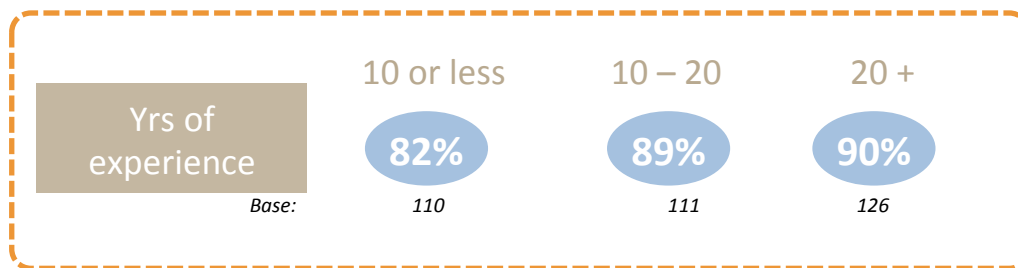
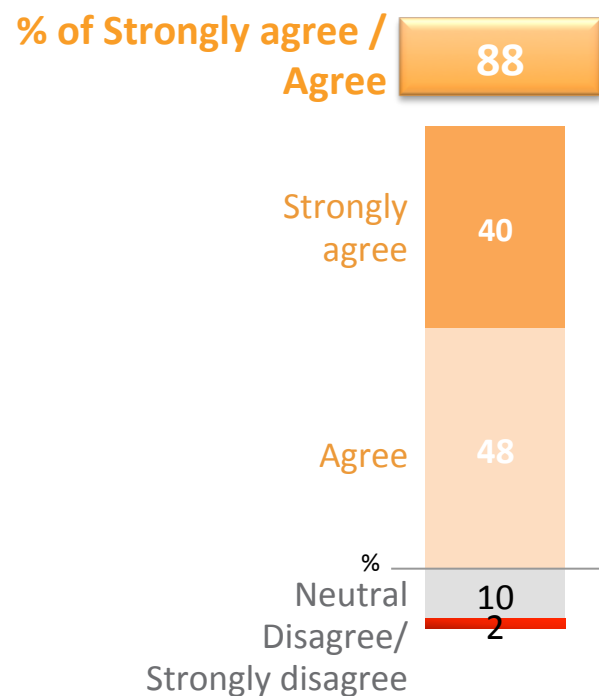
Over 50% of HR/ training staff and HKIB corporate members think that it is difficult to compare different qualifications in the recruitment process



Base: All respondents 507  
Ref: A6, A12

# Professional training helps

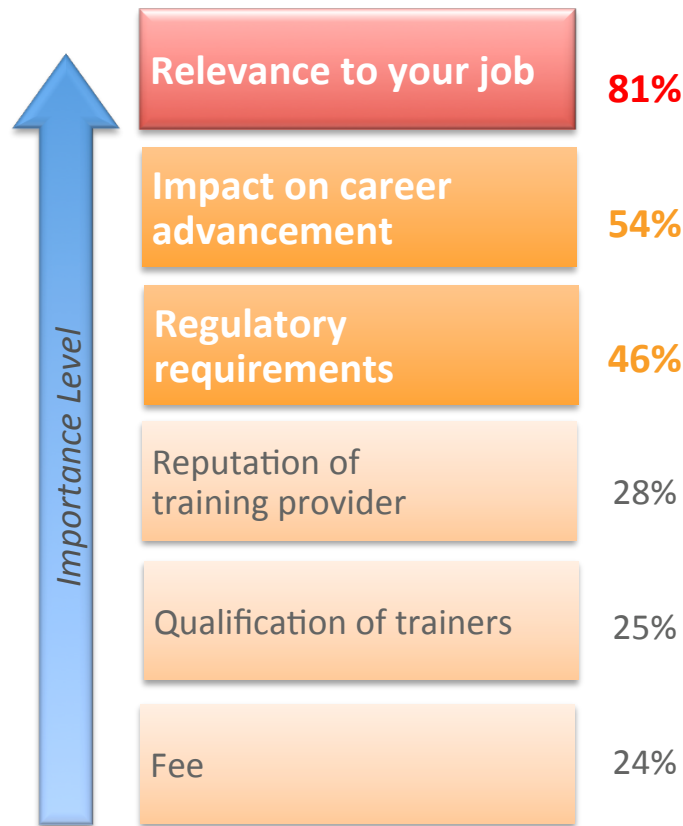
## Professional training helps strengthen market trust?



Base: All respondents 507  
Ref: A4

# Key factors considered by employees in training selection

## Selection factors (Employees)



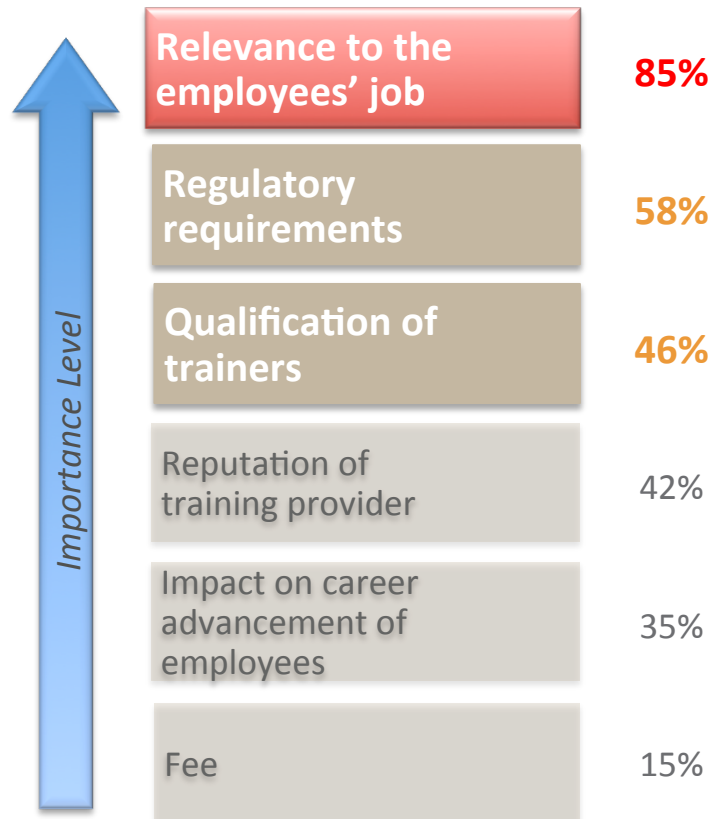
Base: Banking and FI employee

328

Ref: A10, A16

# Key factors evaluated by training programme selectors

## Selection factors (HR managers/ Employers)

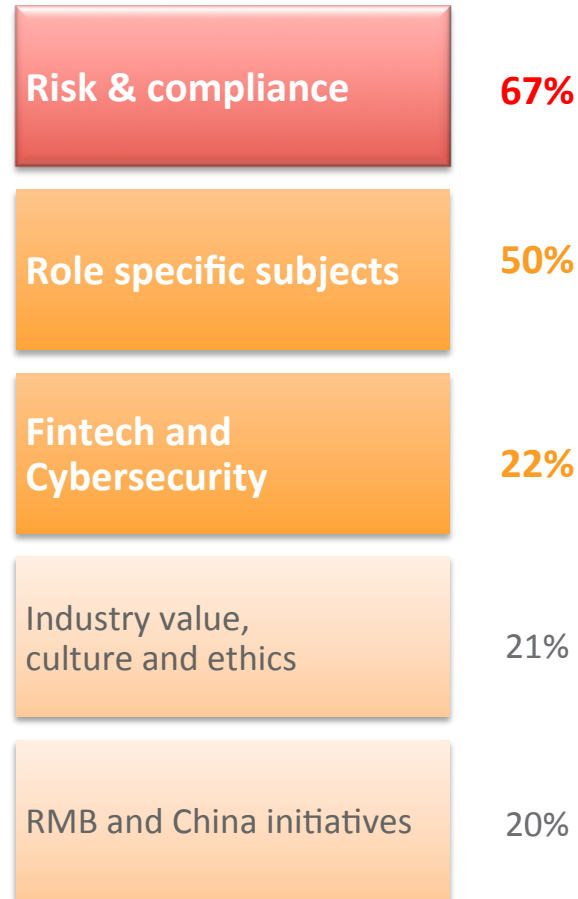


Base: HKIB corporate member  
Ref: A10, A16



# Risk & Compliance tops the external training list

## Top 5 external training subjects in the past 12 months

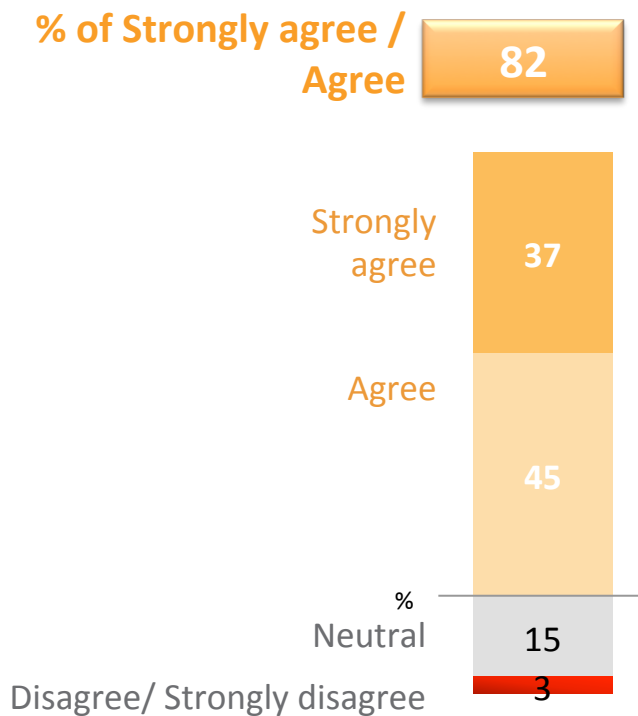


Base: Banking and FI employee who received external training 273  
Ref: A7, A9



# Training Demand on the rise

## Demand for training expected to grow



Base: Banking and FI employees or HKIB corporate members 376  
Ref: A14, A15

# Moving ahead

▲ ▲ ▲ **Shaping strategies  
and priorities**



- **Capacity building and talent development has become one of the key priorities** for the industry and the HKIB has a strategic role to play in supporting such an important industry initiative.
- There is a need to **raise standards of the banking profession** by equipping practitioners with the skill sets that they need for tomorrow.
- **Common qualification benchmark** is needed. There is a need **to align a set of competency standards** that banking professionals should strive to meet in order to thrive in today's dynamic banking environment.
- Talent landscape in the industry is also changing - We need to find an effective way **to engage the younger generation and attract young joiners.**
- HKIB sees **the opportunity to reposition itself.**







## About the survey

Commissioned by the Hong Kong Institute of Bankers (HKIB), the HKIB's Talent Development Survey was an online questionnaire conducted between April and June 2016 by Cimigo and Paradigm Consulting. More than 500 responses were collected with 64 per cent from bank employees, 8 percent from employees of professional bodies/ institutes, 7 per cent from training professionals, 7 per cent from employees of non-bank financial institutions, 5 per cent from academics/ university students, and 4 per cent from professionals on regulators' side. Findings of this talent development survey will be used by HKIB as a reference point when shaping the future of training and development for the banking sector.

