

Associate Operational Risk Management Professional (AORP)

<QF Level 4>*

Certified Operational Risk Management Professional (CORP)

<QF Level 5>#

Programme Handbook

(Syllabus, Regulations and General Information)

- * The Professional Qualification “Associate Operational Risk Management Professional (AORP)” is recognised under the QF at Level 4. (QR Registration No: 21/001159/L4) (Validity Period from 01/11/2021 to 31/07/2030)
- # The Professional Qualification “Certified Operational Risk Management Professional (CORP)” is recognised under the QF at Level 5. (QR Registration No: 21/001160/L5) (Validity Period from 01/11/2021 to 31/07/2030)

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1. Introduction

With the aim of supporting capacity building and talent development for banking professionals, the Hong Kong Monetary Authority (HKMA) has been working together with the banking industry to introduce an industry-wide competency framework - “**Enhanced Competency Framework (ECF) for Banking Practitioners**” in Hong Kong.

Since the implementation of ECF in 2018, various programmes for different job functions in banking industry have been developed and integrated into The Hong Kong Institute of Bankers’ (HKIB) flagship Certified Banker (CB) Programme which offer generalist, specialist, and strategic topics. The rationale for putting all programmes under one professional banking qualification is to promote an industry-based common qualifications benchmark. While ECF programmes offer “role-based” knowledge and certification to relevant practitioners, CB is offering a vocational qualification pathway for further career advancement, being continuously enhanced to nurture more holistic banking professionals and ultimately, supporting the industry to develop a continuous learning culture and a sustainable talent pool so as to maintain the competitiveness of Hong Kong as an international financial centre.

The Enhanced Competency Framework on Operational Risk Management (ECF-ORM) was introduced to develop a sustainable pool of operational risk management practitioners for the banking industry. The qualification structure of the ECF-ORM comprises two levels: Core Level and Professional Level, targeting entry level and junior level staff and staff taking up middle or senior positions in the operational risk management and business function risk and control.

As the programme and qualification provider of the ECF-ORM, HKIB has developed the learning programme – the “**ECF on Operational Risk Management (Core Level)**” to help individuals attain the Core Level of the competency standards set for the ECF-ORM. The programme “**ECF on Operational Risk Management (Professional Level)**” helps individuals attain the Professional Level of the competency standards.

This Handbook provides programme details and relevant information for the learner who wants to complete the ECF-ORM training and examination with the intent of obtaining the Professional Qualifications of “**Associate Operational Risk Management Professional (AORP)**” or “**Certified Operational Risk Management Professional (CORP)**”.

For more details, please refer to the [Guide to Enhanced Competency Framework on Operational Risk Management](#) dated 18 December 2020 issued by HKMA or you may visit [HKIB ECF on Operational Risk Management webpage](#).

2. Background

2.1 Aims

The aims of the ECF on Operational Risk Management are twofold:

- (i) To develop a sustainable talent pool of operational risk management practitioners for the banking industry; and
- (ii) To raise the professional competence of operational risk management practitioners in the banking industry.

2.2 Competency Standards

They are set at two levels:

Core Level –This level is applicable to entry-level and junior level staff in the operational risk management and business function risk and control with 5 or less years of experience.

Professional Level –This level is applicable to staff taking up middle or senior positions in operational risk management and business function risk and control with more than 5 years of experience.

2.3 Scope of Application

The ECF-ORM is intended to apply to staff whose primary responsibilities are performing operational risk governance, operational risk identification and assessment, operational risk monitoring and reporting, operational risk control and mitigation, and business resiliency and continuity planning within an AI.

Specifically, it is aimed at “Relevant Practitioners” (RPs) located in the Hong Kong office of an AI who perform the operational risk management job roles listed in the table below.

Job role of the ECF-ORM is stated below:

- (a) Role 1 – Operational Risk Management (i.e. staff in charge of managing operational risks in the second line of defence)
 - i. Assist management in meeting their responsibility for understanding, monitoring and managing operational risks.
 - ii. Develop and ensure consistent application of operational risk policies, processes, and procedures throughout the AI.
 - iii. Ensure that the first line of defence activities is compliant with such policies through

- conformance testing.
- iv. Perform and assess stress testing and related scenario analysis.
- v. Provide training to and advise the business units on operational risk management issues.
- (b) Role 2 – Business Function Risk and Control (i.e. staff working at the business units to manage operational risks in the first line of defence)
 - i. Work within the first line of defence alongside management to be accountable for managing operational risk of business activities in the first line of defence.
 - ii. Escalate operational risk events to senior management and operational risk management staff in the second line of defence, as required.
 - iii. Work closely with operational risk management staff in the second line of defence to ensure consistency of policies and tools, as well as to report on results and issues.
 - iv. Develop risk indicators, determine escalation triggers and provide management reports.

For more details about the key tasks, please refer to the Annex 1 – ECF-ORM: Key roles and tasks for Relevant Practitioners of the HKMA the [Guide to Enhanced Competency Framework on Operational Risk Management](#).

2.4 Certification and Public Register

There are two Professional Qualifications under the ECF-ORM:

Core Level

Associate Operational Risk Management Professional (AORP)

A Relevant Practitioner may apply to HKIB for the professional certification if he or she

- (1) has completed all the three Core Level training modules (Modules 1 to 3) ** and obtained a pass in the relevant examination of each module; or
- (2) is grandfathered based on the required work experience upon the launch of the Core Level module and employed by an AI at the time of application.

****** *Module 1 and Module 2 are identical for both ECF on Operational Risk Management and ECF on Compliance. Hence, an RP who has completed Module 1 and/or Module 2 under either of these ECF streams will not be required to complete the same module(s) under the other ECF stream.*

Professional Level

Certified Operational Risk Management Professional (CORP)

A Relevant Practitioner may apply to HKIB for professional certification if he or she:

- (1) has completed Module 4 of the Professional Level training programme and obtained a pass in the relevant examination module on top of the Core Level qualification plus at least five years (should be accumulated within the ten years immediately prior to the date of application for certification, but need not to be continuous) of relevant experience as specified in “Annex 1 stated in HKMA’s “Guide to Enhanced Competency Framework on Operational Risk Management”; or
- (2) is grandfathered based on the required work experience upon the launch of the Professional Level module and employed by an AI at the time of application.

For details regarding grandfathering requirements, please refer to HKIB website and section 7 of the HKMA the [Guide to Enhanced Competency Framework on Operational Risk Management](#) .

By going through HKIB certification process successfully, the respective certification holders are then registered as Certified Individuals (CI) and included in the public register on HKIB website. HKIB will also grant the certification holders a professional membership of HKIB.

Learners who have successfully completed a HKIB professional qualification programme (including training and examination requirements) but yet to fulfil the requirement of Relevant Practitioners or required years of relevant work experience for certification will be automatically granted as ECF Affiliate.

ECF Affiliate holders are then registered as Certified Individuals and included in the public register on HKIB website. Ordinary Membership with membership fee for the awarding year waived will also be granted to learners.

2.5 Annual renewal of certification and CPD Requirements

The ECF-ORM certification is subject to annual renewal by HKIB. Certification holders are required to meet the annual Continuing Professional Development (CPD) requirements and pay an annual certification fee to renew the certification.

For both the Core Level and Professional Level qualifications, a minimum of 12 CPD hours

is required for each calendar year (ending 31 December), of which at least 6 CPD hours should be on topics related to compliance, legal and regulatory requirements, risk management and ethics.

Any excess CPD hours accumulated within a particular year cannot be carried forward to the following year.

For ECF Affiliate, at least 3-hours of CPD within the scopes mentioned in HKIB CPD Scheme is required annually for recertification.




No CPD is required in the first year when the above certification(s) is granted. The CPD requirement starts in the following calendar year.

Please refer to the [Overview of HKIB CPD Scheme](#) and [HKIB CPD Requirements webpage](#) for more details.

3. ECF on Operational Risk Management (Core Level) Programme Overview

3.1 Entry Requirements

The Programme is open to members and non-members of HKIB. Candidates must fulfil the stipulated minimum entry requirements:

-  Students of Associate Degree (AD) /Higher Diploma (HD) in any disciplines (QF L4);
-  Equivalent qualifications or above; OR
-  Mature applicants with either at least three years of work experience in banking and finance or equivalent with a recommendation from the employer.

Remarks:






1. *Mature applicants (aged 21 or above) who do not possess the above academic qualifications but with relevant banking experience and recommendation from their employers will be considered on individual merit.*

3.2 Programme Objectives





This programme has been developed with the aim to nurture a sustainable talent pool of operational risk management practitioners in the banking industry. Candidates will acquire technical skills, professional knowledge and conduct for entry-level and junior level of job roles in the risk management function that take up a majority of responsibility in operational risk management, business function risk and control.

3.3 Programme Intended Outcomes

Upon completion of the programme, learners should be able to:

-  Comply with business ethics and understand their place within modern financial institutions; understand ethical questions encountered in the second line of defence in the context of the broader risk environment.
-  Assess the regulatory landscape as per defined guidelines and procedures and identify operational risks encountered by different business units of the AI.
-  Apply the principles and methodologies of operational risk management for conducting operational risk monitoring duties according to the AI's policies and guidelines.
-  Analyse operational risks within different business units and effectively measure the likelihood and impact of such risks.
-  Apply appropriate techniques and requirements of operational risk assessments within

different business units.

-  Understand the typical types of controls used in the banking industry.
-  Implement appropriate controls that effectively mitigate operational risks within different business units.
-  Examine operational risk matters and report to relevant stakeholders.
-  Analyse operational risk metrics and use operational risk reporting and dashboards to identify the potential operational risks.

3.4 Learning Hours

The programme design adopts a blended learning approach. Learners are advised to spend not less than 400 Learning Hours (equivalent to 40 credits) in total for completing a full Programme. Learning time refers to the amount of time an average learner is expected to take to complete all learning pertaining to the Programme and achieve the learning outcomes expected. It includes time spent on all learning modes and activities such as training class, self-study and assessment hours.

The Programme comprise of the following 3 modules as accumulated a total of 40 credits:

Module 1: Ethics and Corporate Governance in Banking Industry (10 credits)

Module 2: Regulatory Framework and Compliance in Banking Industry (10 credits)

Module 3: Fundamentals of Operational Risk Management and Risk Governance (20 credits)

3.5 Completion Requirements

The completion period for the Programme is eight years from the year in which the first module is completed.

Learners are required to complete all three modules and accumulated a total of 40 credits by obtaining a pass in all relevant examinations.

3.6 Integration in Certified Banker (CB)

The “ECF on Operational Risk Management (Core Level)” is integrated in the Certified Banker (Stage I) as one of the Elective Modules.

CB (Stage I) is a professional banking qualification programme developed and offered by

HKIB. It is intended to raise the professional competency of banking and financial practitioners in Hong Kong to meet modern demands, while providing a transparent standard with international recognition.

Individuals who have completed the “ECF on Operational Risk Management (Core Level)” programme and obtained a pass at the relevant examination or have been grandfathered “Advanced Certificate for ECF on Operational Risk Management (Core Level)” programme and obtain a pass at HKIB’s exemption assessment are encouraged to join the CB (Stage I) Programme.

3.7 Qualifications Framework



The Professional Qualification “Associate Operational Risk Management Professional (AORP)” is recognised under the QF at Level 4. (QR Registration No: 21/001159/L4) (Validity Period from 01/11/2021 to 31/07/2030).

Please refer to the [accreditation page](#) on HKIB website for more details.

4. ECF on Operational Risk Management (Professional level) - Programme Overview

4.1 Entry Requirements

The Programme is open to members and non-members of HKIB. Candidates must fulfil the stipulated minimum entry requirements:









-  Advanced Certificate for ECF on Operational Risk Management (ORM) awarded by HKIB; OR
-  Grandfathered for ECF on Operational Risk Management (Core Level) by HKIB

4.2 Programme Objectives

This programme has been developed with the aim to nurture a sustainable talent pool of operational risk management practitioners in the banking industry. Learners will acquire technical skills, professional knowledge and conduct for essential middle or senior level of job roles in the risk management function that take up a majority of responsibility in operational risk management, business function risk and control.

4.3 Programme Intended Outcomes

Upon completion of the Programme, learners should be able to:

-  Develop and establish operational risk management frameworks and associated policies and procedures.
-  Evaluate the operational risks encountered by different business units of the AI and establish effective mitigating controls.
-  Manage operational risks by using risk management control tools, e.g. risk control self-assessment (RCSA) and key risk indicators (KRIs).
-  Develop risk control measures by using scenario analysis and stress testing to identify potential operational risk events and assess their potential impact.
-  Review the risk profile of the AI/business function and apply operational risk modelling to quantify and predict operational risks.
-  Compile the dashboards and metrics to measure and analyse operational risks within different business units.
-  Develop business continuity plan and recovery strategy.
-  Build and promote a risk focussed culture within the AI/within the business function
- Propose strategic operational risk advice and remedial actions to senior management

on findings of operational risk events.



Design and deliver operational risk training to business units.

4.4 Learning Hours

The programme design adopts a blended learning approach. Learners are advised to spend not less than 300 Learning Hours (equivalent to 30 credits) for completing the following module. Learning time refers to the amount of time an average learner is expected to take to complete all learning pertaining to the Programme and achieve the learning outcomes expected. It includes time spent on all learning modes and activities such as training class, self-study and assessment hours.

Module 4: Advanced Operational Risk Management (30 credits)

4.5 Integration in Certified Banker (CB)

The “ECF on Operational Risk Management (Professional Level)” is integrated in the Certified Banker (Stage II) as one of the Elective Modules.

CB (Stage II) is a professional banking qualification programme developed and offered by HKIB. It is intended to raise the professional competency of banking and financial practitioners in Hong Kong to meet modern demands, while providing a transparent standard with international recognition.

Individuals who have completed the “ECF on Operational Risk Management (Professional Level)” programme and obtained a pass at the relevant examination or have been grandfathered “Professional Certificate for ECF on Operational Risk Management (ORM)” programme and obtain a pass at HKIB’s exemption assessment are encouraged to join the CB (Stage II) Programme.

4.6 Qualifications Framework

The Professional Qualification “Certified Operational Risk Management Professional (CORP)” is recognised under the QF at Level 5. (QR Registration No: 21/001160/L5) (Validity Period from 01/11/2021 to 31/07/2030)

Please refer to the [accreditation page](#) on HKIB website for more details.

5. Learning Support

HKIB provides learners with a range of support services to help you throughout the learning journey. These services include answering your enquiries, managing the certification process, providing access to library resources, offering study materials, and maintaining an online learning platform. The aim of these services is to facilitate learners and increase the chances of success in the training and examination. Here are some highlights for your attention.

5.1 Video-On-Demand

To facilitate the learners to get better preparation for the examination, HKIB provides the Video-On-Demand service for the learners to watch the recorded training sessions of a particular training class. Video-On-Demand service is available for up to 90 days before the examination.

5.2 Professional Qualification Programme Scholarship Scheme

Each year, HKIB selects the top two candidates from each competency level (Core/Professional) and award them with the scholarship as recognition. This is the way for HKIB to promote academic excellence and motivate future students to push themselves to achieve same high level of performance.

The two top candidates in each competency level (Core/Professional), provided that all other granting requirements are met, can be awarded with a cash incentive (HKD4,000 for Core Level; HKD5,000 for Professional Level), and a study coupon which can provide candidates to study one more professional qualification offered by HKIB with all training and examination fees waived.

5.3 HKIB Resources Corner Support

The Resources Corner situated at the premises of HKIB provides the required learning resources required for study. Copies of the Recommended Readings are available in the Corner for borrowing. To provide updated learning resources to the members, HKIB has provided FREE internet and library service to the members.

Learners are encouraged to prepare the examination by acquiring relevant market information and module knowledge through various channels, e.g. reference readings, business journals, websites etc. Learners should be aware that such market information may be important and pertinent to the examinations.

5.4 Market Information Updates

HKIB regularly organises training courses, CPD programmes, conference, seminars and luncheon talks, industry events on current issues and developments in financial markets that learners may find essential, helpful and relevant to their learning. Besides, HKIB provides members with updated market information through complimentary bi-monthly journal Banking Today, weekly e-news and first-hand internship opportunities.

For more details, please refer to [Events & Industry Initiatives](#) and [HKIB eLearning](#) under HKIB website.

5.5 Mock Examination Paper for Examination Preparation

To facilitate the learners to get better preparation for the examination, HKIB provides the mock examination paper for the learners as reference to better understand the examination format, structure and approach. Thus, all the questions shared from the mock examination paper will NOT be used in the official examination.

5.6 Learning Consultation Services

For learners require any learning consultation services related to the banking professional qualifications offered by HKIB, they may contact us through our customer service hotline at (852) 2153 7800 for making arrangement.

6. Programme Syllabus

6.1. Module 1: Ethics and Corporate Governance in Banking Industry





(As mentioned in 2.4, this Module is identical to ECF on Compliance Module 1.)

A. **Module Objective**

This module aims to provide the candidates with essential knowledge related to major areas of professional ethics, risk and compliance in the context of corporate governance. The respective ethical and compliance aspects and issues encountered by individuals or corporations in the second line of defence in the context of the boarder risk environment is to be explained.

B. **Module Intended Outcomes**

Upon completion of this module, learners should be able to:

-  Identify and apply the principles, requirements, and management of business ethical situations in the second line of defence in the context of broader risk environment encountered in the banking industry;
-  Explain the organizational structures and exercise the requirement under the regulatory landscape in building an effective risk management framework to effective compliance;
-  Identify different roles associated in building a culture for effective management of governance, risk, and compliance in financial institution;
-  Apply regulatory requirement and effective compliance control on daily duties by demonstrating an understanding of and adopting the requirement related to corporate governance;

C. Syllabus

Chapter 1: Business Ethics	
1.1	Definition of Compliance and Operational Risk and the linkage with Ethics and Law
1.2	Overview of Business Ethics
1.2.1	- What is Business Ethics
1.2.2	- The importance of Business Ethics
1.2.3	- Approaches to Normative Ethics: Absolutism and Relativism
1.3	Ethics and the Individual
1.3.1	- Code of Conduct
1.3.2	- Understanding Ethical Decision-making Process
Chapter 2: Ethics and the Corporation	
2.1	Introduction: Corporate social responsibility, Corporate accountability and Corporate citizenship
2.2	Corporate Social Responsibility
2.2.1	- International Consensus
2.2.2	- The pros and cons of implementing corporate social responsibility
2.2.3	- The impact of Globalisation
2.3	Social Environmental Issues Facing Banks
2.3.1	- Environmental, Social Responsibility, Governance ("ESG")
2.3.2	- Equator Principles on Project Financing
2.3.3	- Case study: "The Sustainability Report: The role of Bank on Sustainability"
2.3.4	- Local ESG authorities
2.3.5	- Green financing
2.4	Understanding Reputational Risk
2.4.1	- Key drivers of Reputation
2.4.2	- Public Perception and Reputation Risk
2.4.3	- Case studies: The Bank Runs
Chapter 3: Risk Management: Principles and Concepts	
3.1	Introduction: The importance of risk management as the key to effective compliance
3.2	Definition of Risk
3.2.1	- Definition of Risk
3.2.2	- Different types of Risk in Banking (HKMA approach)
3.2.3	- Other approaches to categorise risk
3.3	The Basic of Risk Management Framework

3.3.1	- Enterprise Risk Management Framework – the Three Lines of Defence
3.3.2	- Key Elements of Effective Risk Management (ISO 31000: 2018 Risk Management Guideline)
3.3.3	- The Three Lines of Defence (SPM IC-1 and Basel Requirement)
3.3.4	- Organisational structure for an effective Risk Management Framework
3.4	An Overview of Key Risk Management Process
3.4.1	- Risk Identification
3.4.2	- Risk Measurement, Risk Analysis and Evaluation
3.4.3	- Risk monitoring and reporting
3.4.4	- Risk mitigation
3.4.5	- Methodologies and Governance of an Effective Risk Management Framework
Chapter 4: The Regulators, Law and Regulation	
4.1	Introduction: The Prudential Approach
4.2	Key Functions of Financial Regulators
4.2.1	- The Hong Kong Monetary Authority (“HKMA”)
4.2.2	- The Securities and futures Commission (“SFC”)
4.2.3	- The Insurance Authority (“IA”)
4.2.4	- The Mandatory Provident Fund Schemes Authority (“MPFSA”)
4.3	Regulatory Requirements
4.3.1	- An Overview
4.3.2	- Know Your Customers / Due Diligence
4.3.3	- Suitability Obligations and Mis-selling
4.3.4	- Market misconduct under the Securities and Futures Ordinance
4.3.5	- Protecting the Customers
Chapter 5: Corporate Governance in Banks	
5.1	Introduction
5.1.1	- What is Corporate Governance
5.1.2	- Corporate Governance Principles for Banks (Basel Committee)
5.2	Agency Theory
5.2.1	- Agency theory
5.2.2	- Agency costs
5.2.3	- The public interest in financial stability
5.2.4	- The misalignment between the interests of bank shareholders and the public interest
5.2.5	- Case Study: Libor Manipulation and subsequent ethical ramification: the emergence of SOFR

5.3	The Role and Composition of the Board
5.3.1	- Structure of banks
5.3.2	- Stakeholders in Corporate Governance
5.3.3	- Regulatory Requirement and Implication
5.4	Accountability of Banks
5.4.1	- Introduction
5.4.2	- Disclosure
5.4.3	- Transparency
Chapter 6: Remuneration and Appointment of Board Members, Chief Executive and Managers	
6.1	Introduction: The Competence of Board Directors and Chief Executive in Banks
6.2	Principal Forms of Directorial and Executive Remuneration
6.2.1	- Basic Director's service fee
6.2.2	- Executive salary
6.2.3	- Bonus payments
6.2.4	- Shares and restricted share grants
6.2.5	- Executive share options
6.3	Determination of Remuneration
6.3.1	- Fundamental principles: the guideline from Hong Kong Institute of Directors
6.3.2	- The function of Remuneration committee
6.3.3	- Determination of Non-executive Directors' remuneration
6.3.4	- Guideline on a sound remuneration system (CG-5)
6.4	Appointments of Chief Executives and Directors
6.4.1	- Section 71 of Banking Ordinance
6.4.2	- HKMA Requirements (CG-1, s. 6, 7)
6.5	Appointments of Bank Managers
6.5.1	- Section 72B of Banking Ordinance
6.5.2	- HKMA Requirements (CG-2, s. 3)
Chapter 7: Internal Control and Compliance in Banking	
7.1	Introduction: A Risk Based Approach to Bank Supervision (World Bank Paper Chp.15)
7.2	The Elements of Internal Control System
7.2.1	- Elements of Internal Control System
7.2.2	- Attributes of an effective control system
7.2.3	- The Three Lines of Defence

7.3	Costs and Benefits of Internal Control
7.3.1	- Costs
7.3.2	- Benefits
7.3.3	- Case Study: Manipulation of US GSE debt securities trading before 2008
7.3.4	- Case Study: The integrity of the financial system
7.4	Second Line of Defence: The Compliance Function
7.4.1	- Regulatory Requirement (IC-1)
7.4.2	- The Compliance functions
7.4.3	- The role of Compliance Officer
7.5	The Role of Risk Management Function to Effective Control and Compliance in Banks
7.5.1	- The Voluntary Boundary
7.5.2	- Core practice
7.5.3	- Mandated boundary
7.5.4	- Case Study: An example from Data Quality Management

D. Recommended Readings

Essential Readings:

1. HKIB Study Guide of ECF-ORM: Module 1 Ethics and Corporate Governance in Banking Industry. (2025).

Supplementary Readings

1. Iris H.-Y. Chiu. (2015). The Law of Corporate Governance in Banks. Edward Elgar Publishing.

Further Readings

1. John R. Boatright. (2014). Ethics in Finance (3rd ed.). Wiley-Blackwell.
2. Joël Bessis. (2015). Risk Management in Banking (4th ed.). John Wiley & Sons, Ltd.
3. Hong Kong Monetary Authority. Website and Supervisory Policy Manual.
4. Securities and Futures Commission. (2024). Code of Conduct for Persons Licensed by or Registered with the Securities and Futures Commission.
5. ISO 31000: 2018 Risk management Guidelines

6.2. Module 2: Regulatory Framework and Compliance in Banking Industry






(As mentioned in 2.4, this Module is identical to ECF on Compliance Module 2.)

A. *Module Objective*

This module aims to provide candidates with both a board overview of the regulatory framework governing banks in Hong Kong and in depth understanding and application of compliance requirements applicable to banks in Hong Kong covering the various regulatory regimes under the following regulators and governing laws.

B. *Module Intended Learning Outcome*

Upon completion of this module, learners should be able to:

-  Understand and explain the role and function of financial regulatory framework specifically the role of the HKMA and various other regulators including SFC and IA in regulating the banking industry;
-  Describe and apply the Banking Ordinance and other relevant laws applicable to banks, as well as the HKMA statutory guidelines and guidance notes, in the day to day running of various businesses of a bank;
-  Design and implement systems and controls for banks to ensure all legal and regulatory requirements are satisfied;
-  Assess compliance related operational risk indicators, assessment of the risks and based on the legal and regulatory requirement, develop strategies to mitigate the risks maintaining compliance position of the bank at the tolerance level;
-  Monitor and identify problems and issues in various banking businesses and making informed judgement and propose solutions in compliance with all the legal and regulatory requirements.

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D. Recommended Readings

Essential Readings:

1. HKIB Study Guide of ECF-ORM: Module 2 Regulatory Framework and Compliance in Banking Industry. (2025).

Supplementary Readings

1. Hong Kong Legislation. Chapter 155, Chapter 571, Chapter 41, Chapter 485 and Chapter

- 486.
2. Hong Kong Monetary Authority. (2022). Supervisory Policy Manual, Risk-based supervisory approach.
 3. Hong Kong Monetary Authority. (2017). Supervisory Policy Manual, Corporate governance of locally incorporated authorized institutions.
 4. Hong Kong Monetary Authority. (2017). Supervisory Policy Manual, Risk Management Framework.
 5. Hong Kong Monetary Authority. (2018). Supervisory Policy Manual, Interest Rate Risk in the Banking Book.
 6. Hong Kong Monetary Authority. (2022). Supervisory Policy Manual, Operational risk management.
 7. Hong Kong Monetary Authority. (2017). Circular on Bank Culture Reform.
 8. The Hong Kong Association of Banks/The DTC Association. (2023). Code of Banking Practice.
 9. Securities and Futures Commission. (2024). Code of Conduct for Persons Licensed by or Registered with the Securities and Futures Commission.
 10. Insurance Authority. (2019). Code of Conduct for Licensed Insurance Agents.
 11. Competition Commission. (2015). Guideline on the First Conduct Rule and Guideline on the Second Conduct Rule.

Further Readings

1. Nil





6.3. Module 3: Fundamentals of Operational Risk Management and Risk Governance

A. Module Objective

The module aims to provide candidates with the concepts and building block of operational risk, the operational risk governance and framework. It also aims to equip the learners to adopt the operational risk principles into practice; execute the operational risk management cycle; and integrate with other risk functions to promote holistic view of risks.

B. Module Intended Learning Outcome

Upon completion of this module, learners should be able to:

-  Describe the objectives and the types of Operational Risk Management.;
-  Establish solid operational risk governance, define clear roles and responsibilities and support risk culture in the organisation;
-  Execute the operational risk assessment, measurement and reporting;
-  Apply and incorporate with technology, resiliency and enterprise risk assessment.

C. Syllabus

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1.2.10	- Business Lines of the Banking Industry
1.2.11	- Definition of Risk (ISO 31000)
1.2.12	- Difference between Certainty VS Risk VS Uncertainty
1.2.13	- Definition of Operational Risk

1.2.14	- Operations Risk VS Operational Risk
1.2.15	- Inherent Risk VS Residual Risk
1.2.16	- Preview on Top 10 Operational Risks
1.2.17	- Top Operational Risk Issues Discussed in Board Room
1.2.18	- Operational Risk Management Framework
1.2.19	- FDIC 2024 Operational Risk Review
1.3	Drivers
1.3.1	- Benefits of Operational Risk Management
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1.3.3	- Key Deliverables of Sound Operational Risk Management
1.3.4	- Drivers of Good Operational Risk Management
1.3.5	- Lesson Learnt on Drivers Leading to 2008 Financial Crisis
1.3.6	- Reasons Leading to Management of Operational Risk
1.3.7	- Key Internal Operational Risk Drivers
1.3.8	- Categories of Operational Risk Drivers
1.3.9	- Operational Risk Causal Factors
1.3.10	- Process Factors
1.3.11	- People Factors
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1.3.14	- Other Specific Operational Risk Drivers – Culture and Strategy
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1.3.18	- Expectation from Stakeholders
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1.4	Different Types
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1.4.2	- Topology of Financial Risks
1.4.3	- Basel Level of Categorisation of Operational Risk
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1.4.7	- Current Market Development that Requires Risk Attention
1.4.8	- Factors Leading to Operational Risk Vulnerabilities
1.4.9	- Samples of Major Prominent Operational Risk Events by Business Functions
1.4.10	- Iceberg Model
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1.5.1	- Swiss Cheese Model
1.5.2	- Operational Risk Event and Causal Effects
1.5.3	- ORX Extended Causes and Impact Model
1.5.4	- ORX Operational Loss Industry Pattern
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1.5.6	- ORX Causes Categories
1.5.7	- ORX Event Categories
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1.5.9	- Risk Management Sequence
1.6	Relationship with Other Risk Functions
1.6.1	- Recap on Risks in Bank
1.6.2	- Linkage of Different Risks to the Risk Event and Impact
1.6.3	- Boundaries of Operational Risk
1.6.4	- Structural Differences between Risk Types
1.6.5	- Risk Relationships and Interconnectivity
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1.6.7	- Risk Boundaries – Operational Risk and Market Risk Examples
1.6.8	- Differences between Operational Risk and other types of risks
1.6.9	- Identification – Unit of Measure
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1.6.11	- Mitigation / Control
1.6.12	- Comparisons between Operational Risk, Market Risk, and Credit Risk Management
1.6.13	- Integrating Related Disciplines in Banks
1.6.14	- Good Risk DNA
1.6.15	- Cooling-off Period for Unsecured Consumer Credit Products
1.7	Case Studies
1.7.1	- Case Study: Unauthorized Trading
1.7.2	- Case Study: Staff Embezzlement
1.7.3	- Case Study: Breach of Fiduciary Duties

1.7.4	- Case Study: Leakage of Customer Data
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2.5.6	- Attitudes, Behaviours and Culture
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2.5.8	- Risk Culture (Principle 1 of PSMOR)
2.5.9	- Risk Culture Aspects Model
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2.5.14	- Implication on Strategy and Leadership (Including Tone)
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2.6.3	- Typology of Uncertainties
2.6.4	- Types of Emerging Risk
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3.2.4	- Summary of the 12 Basel PSMOR
3.2.5	- Role of Supervisors
3.2.6	- Deep Dive on Operational Risk Framework (Principle 2 of PSMOR) - Framework
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3.2.8	- Principles for Effective Risk Management (ISO 31000)
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6.1.4	- Lessons Learnt from Risk Cases
6.2	Best Practice Guidance
6.2.1	- Ten Principles of the Best Practices in ORM

D. Recommended Readings

Recommended Readings

Essential Readings:

1. Ariane Chapelle. (2018). Operational Risk Management: Best Practices in the Financial Services Industry (1st ed.). WILEY.
2. The Hong Kong Institute of Bankers. (2013). Operational Risk Management (1st ed.). WILEY.
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Supplementary Readings

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Further Readings

6. McKinsey. (2020). The Future Of Operational-Risk Management In Financial Services.
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 8. Accenture. (2016). The Convergence of Operational Risk and Cyber Security.
 9. Accenture. (2015). Reaping The Benefits Of Operational Risk Management.
 10. COSO. (2021). Enterprise Risk Management Framework.
- ISO 31000:2018. Risk Management Guidelines.











6.4. Module 4: Advanced Operational Risk Management

A. Module Objective

This module has been developed with the aim to nurture a sustainable talent pool of operational risk management practitioners in the banking industry. Candidates will acquire technical skills, professional knowledge and conduct for entry-level and junior level of job roles in the operational risk management function that take up a majority of responsibility in the operational risk management and business function risk and control.

B. Module Intended Learning Outcome

Upon completion of this module, learners should be able to:

-  Develop and establish operational risk management frameworks and associated policies and procedures
-  Evaluate the operational risks encountered by different business units of the AI and establish effective mitigating controls
-  Manage operational risks by using risk management control tools, e.g. risk control self-assessment (RCSA) and key risk indicators (KRIs)
-  Develop risk control measures by using scenario analysis and stress testing to identify potential operational risk events and assess their potential impact
-  Analyse the risk profile of the AI/business function and apply operational risk modelling to quantify and predict operational risks
-  Compile the dashboards and metrics to measure and analyse operational risks within different business units
-  Develop business continuity plan and recovery strategy
-  Build and promote a risk focused culture within the AI/within the business function
-  Propose strategic operational risk advice and remediation actions to senior management on findings of operational risk events
-  Design and deliver operational risk training to business units

C. Syllabus

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1.2.2	- Stages for Risk Assessment Process
1.2.3	- Critical Risk Factors in Various Business Area
1.2.4	- Operational Risk Assessment Methods
1.2.5	- Operational Risk Assessment Requirements
1.2.6	- Operational Risk Assessment Tools
1.2.7	- Operational Risk Assessment Factors
1.2.8	- Operational Risk Management Cycle
1.2.9	- Timeliness of Operational Risk Assessment
1.2.10	- Operational Risk Assessment Process Map
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1.2.12	- Operational Risk Rating Scale (Sample)
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1.3.3	- Objective and Benefits of Operational Risk Taxonomy
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10.2.19	- Example of Climate Risk Impact on Bank
10.2.20	- How Financial Firms Addressing Climate Risk
10.2.21	- Climate Risk Framework
10.2.22	- HKMA Climate Risk Initiative
10.2.22	- Four Biodiversity-related Financial Risks
10.2.23	- Operational Risk Assessment
10.2.24	- Climate Risk Stress Testing
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10.2.28	- Governance: Key Takeaways
10.2.29	- Strategy: Key Takeaways
10.2.30	- Risk Management: Key Takeaways
10.2.31	- Disclosure: Key Takeaways
10.2.32	- HKMA Publishes Report On First Climate Risk Stress Test of The Hong Kong Banking Sector
10.2.33	- HKMA Guidelines for Banking Sector Climate Risk Stress Test
10.2.34	- Hong Kong Green Taxonomy
10.2.35	- HK's Green and Sustainable Finance Strategy
10.2.36	- Cross-agency Steering Group Announces Priorities To Further Strengthen Hong Kong's Sustainable Finance Ecosystem
10.3	Digital Banking Services
10.3.1	- Journey of Intelligent Process Automation
10.3.2	- Adversarial Risk
10.3.3	- Risk Assessment Framework
10.3.4	- Technology Risk Assessment Framework
10.3.5	- Third Party Risk Assessment Framework
10.3.6	- Recognition of Risk and Control
10.3.7	- Proactive Risk and Control Consciousness
10.3.8	- Call to Action
10.3.9	- Emerging Risk in Fintech
10.3.10	- Risk Questions to Answer
10.3.11	- Operational Risk in Retail Payments and Digital Wallets
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10.3.13	- Operational Risk in Robo-advisors
10.3.14	- Operational Risk in DLT-based Wholesale Payment Systems
10.3.15	- Operational Risk in Private Digital Currencies
10.3.16	- Operational Risk in AI and Machine Learning
10.3.17	- Overview of Digital Banking
10.3.18	- Trends of Digital Banking
10.3.19	- Risks and Mitigants of Digital Banking
10.3.20	- Prospect and Outlook of Digital Banking
10.3.21	- Promotion of Mobile Point-of-Sale (POS) Terminals
10.4	Case Studies
10.4.1	- Case Study: The HKMA suspends Leung Wai Yu for three months
10.5	Best Practice Guidance

10.5.1	- HKMA "White Paper on Green and Sustainable Banking"
10.5.2	- HKMA Develops Two-year Roadmap To Promote RegTech Adoption
10.5.3	- HKMA FinTech 2025
Chapter 11: The Future and Challenges Of Operational Risk Management	
11.1	Introduction
11.2	Competence Development
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11.2.2	- HK SFC Managers-In-Charge of Core Functions (MIC)
11.2.3	- HKMA Enhanced Competence Framework for Banking Practitioners
11.2.4	- Strengthening Individual Accountability
11.2.5	- Competencies of an Operational Risk Professional in Hong Kong
11.3	Emerging and Proactive Risk Management
11.3.1	- Performing Environmental Scanning
11.3.2	- Proactive ORM Monitoring
11.3.3	- Forces Driving Complexity, Increasing Risk
11.3.4	- Identification of Emerging Risks and Opportunities
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11.3.6	- Early Warning Signal
11.3.7	- Develop Scenarios
11.3.8	- Generate Options and Strategy
11.3.9	- Implement Strategy
11.3.10	- Review Risk Development
11.3.11	- Effective Lines of Defense
11.3.12	- Predictive Risk Intelligence
11.3.13	- Embedding Operational Risk into Business
11.3.14	- Overview of Deliverables by Stakeholders
11.4	Deployment of Artificial Intelligence
11.4.1	- Key Trends in Artificial Intelligence
11.4.2	- Application of Technology in the Financial and Non-financial Risk Management
11.4.3	- Priority of RegTech and RiskTech
11.4.4	- GARP Survey on AI/RPA
11.4.5	- AI Adoption in Risk Management
11.4.6	- Risk Managers in Assessing AI Adoption or Non-adoption Risk
11.4.7	- Empower Risk and Compliance

11.4.8	- Trade Lifecycle Enabled by AI
11.4.9	- Digitisation of Risk Management
11.4.10	- CCAR and Stress Testing
11.4.11	- Risks and Opportunities: Questions on AI
11.4.12	- Using AI/Machine Learning in Operational Risk Management
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11.5	Challenges and Solutions
11.5.1	- Intrinsic Difficulties of Operational Risk
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11.5.9	- What Does Success Look Like
11.5.10	- Key Elements to Embed Operational Risk
11.5.11	- Operational Risk Deliverables
11.5.12	- The Future of Operational Risk
11.5.13	- Defining Next-generation Operational-risk Management
11.5.14	- Develop Second-line Oversight To Ensure Operational Excellence And Business-process Resiliency
11.5.15	- Transform Risk Detection With Data And Real-time Analytics
11.5.16	- Develop Talent And The Tools To Manage Specialized Risk Types
11.5.17	- Bank Employees Drive Corporate Performance But Are Also A Potential Source Of Operational Risk
11.5.18	- Manage Human-factor Risks
11.5.19	- Targeted Analytics Tools
11.5.20	- Operational Risk Maturity Model
11.6	Case Studies
11.6.1	- Case Study: The Monetary Authority Suspends Chu Lai Kwan for Breaching the Code of Conduct and Internal Policy of Her Employer
11.7	Best Practice Guidance
11.7.1	- AI/Machine Learning in Operational Risk Use Cases
11.7.2	- Overcome ORM Challenges Toolkit

Chapter 12: Integrated Case Studies And Best Practices	
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12.2	Integrated Case Studies
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12.2.2	- Punjab National Bank Letter of Commitment Fraud
12.2.3	- Aussie banks pay for underpaying staff
12.2.4	- Citibank Payment Error
12.3	Best Practice Guidance
12.3.1	- Interbank payment weaknesses
12.3.2	- Swiss tax evasion
12.3.3	- Data breaches top \$2bn since 2012

D. Recommended Readings

Essential Readings:

1. Ariane Chapelle. (2018). Operational Risk Management: Best Practices in the Financial Services Industry (1st ed.). WILEY.
2. The Hong Kong Institute of Bankers. (2013). Operational Risk Management (1st ed.). WILEY.
3. HKIB Handout. (2021). Advanced Operational Risk Management.

Supplementary Readings

1. Basel Committee. (2021). Revisions To The Principles For The Sound Management Of Operational Risk.
2. Basel Committee. (2020). The Basel Framework: Frequently Asked Questions.
3. Basel Committee. (2021). Principles For Operational Resilience.
4. Basel Committee. (2019). Launch Of The Consolidated Basel Framework.
5. Basel Committee. (2018). Sound Practices: Implications Of Fintech Developments For Banks And Bank Supervisors.
6. Basel Committee. (2017). Basel III: Finalising Post-Crisis Reforms.
7. Hong Kong Monetary Authority. (2019). TM-E-1: Risk Management of E-Banking.
8. Hong Kong Monetary Authority. (2017). IC-1: Risk Management Framework.
9. Hong Kong Monetary Authority. (2022). OR-1: Operational Risk Management in Supervisory Policy Manual.
10. Hong Kong Monetary Authority. (2022). TM-G-2: Business Continuity Planning.
11. Hong Kong Monetary Authority. Operational Incidents Watch.
12. Hong Kong Monetary Authority. (2020). Report on Review of Self-assessments on Bank Culture.
13. Hong Kong Monetary Authority. (2018). Supervision for Bank Culture.
14. Hong Kong Monetary Authority. (2017). Bank Culture Reform.

Further Readings

1. McKinsey. (2020). The Future Of Operational-Risk Management In Financial Services.
2. BCG. (2016). Five Practices Of Operational Risk Leaders.
3. Accenture. (2016). The Convergence of Operational Risk and Cyber Security.

4. Accenture. (2015). Reaping The Benefits Of Operational Risk Management.
5. COSO. (2021). Enterprise Risk Management Framework.
6. ISO 31000:2018. Risk Management Guidelines.

7. Training Application

7.1 Training Schedule

For the latest information about the training application period and class schedules, please refer to Training Schedule on [HKIB website](#).

7.2 Training Duration





The training durations of Core Level and Professional Level are set out as follows:

Training Mode	Lecture
Training Duration*	Module 1 – 15 Hours Module 2 – 15 Hours Module 3 – 15 Hours Module 4 – 21 Hours

7.3 Training Application

Applicants can submit the application via [MyHKIB](#). Attention should be paid to the application deadline, or a late entry fee will be charged.

Application Requirements:

-  The information provided for the training enrolment must be true and clear.
-  Inaccurate or incomplete applications may not be accepted even if the applicant has paid the training fee.
-  HKIB reserves the right to reject late applications and/or any applications deemed inappropriate. Once HKIB has received your application, NO alterations to the training arrangement are allowed.
-  HKIB reserves the right to change training dates and application deadlines at any time.

7.4 Training Fee and Payment

Module	Training Duration	2025 Training Fee
1	15 Hours	HKD4,300 *
2	15 Hours	HKD4,300 *
3	15 Hours	HKD4,300 #
4	21 Hours	HKD6,800 #

* For Module 1 & Module 2, a digital version of training material (i.e. Study Guide and PPT Slides) will be provided before the training commencement. Printed version will only be available at an additional cost of HKD600 (including delivery fee) on request by learners.

For Module 3 & Module 4, only a digital version of PPT Slides will be provided before the training commencement. Printed version will only be available at an additional cost of HKD600 (including delivery fee) on request by learners. In addition, learners have to purchase two reference books by their own as a part of the essential readings.

- ✚ Applicants should pay the training fee as follows:
 - (a) By credit card.
 - (b) By Alipay.
 - (c) By WeChat Pay.
- ✚ Application without successful payment will **NOT** be processed.
- ✚ All payments must be settled before the start of the Programme. **NO** fees are refunded or transferred under any circumstances.
- ✚ Applicants are advised to keep a record of their payments.
- ✚ An email of training confirmation will be sent to applicants at least **five working days prior to the training date**.
- ✚ Late training enrolment will be accepted after the stipulated application deadline up to seven days before course commencement to allow us to administer the application. A late entry fee of HKD200 (in addition to the training fee) will apply.
- ✚ HKIB reserves the right to adjust training application, study guide and/or administration surcharge fees (if applicable), at any time.
- ✚ HKIB student members can enjoy 25% off training fee discount.

8. Examination Application and Regulations

8.1 Examination Mode and Format

The examination mode and format for Core Level are as follows:

Module	1/ 2	3
Examination Mode	Paper-based Examination	
Examination Duration	1.5 Hours per Module	2.5 Hours per Module
Question Type	Multiple-choice Type Questions (MCQs)	
No. of Questions	50 MCQs per Module	80 MCQs per Module
Pass Mark	70%	
Grading	Grade	Mark Range
	Pass with Distinction	Above 90%
	Pass with Credit	80% - 90%
	Pass	70% - 79%
	Fail A	60% - 69%
	Fail B	50% - 59%
	Fail C	Below 50%
	Absent	N/A

The examination mode and format for Professional Level are as follows:

Module	4	
Examination Mode	Paper-based Examination	
Examination Duration	3 Hours	
Question Type	Multiple-choice Type Questions (MCQs) & EssayType Questions	
No. of Questions	50 MCQs with 2 out of 3 essay type questions	
Pass Mark	60%	
Grading	Grade	Mark Range
	Pass with Distinction	Above 85%
	Pass with Credit	75% - 85%
	Pass	60% - 74%
	Fail A	56% - 59%
	Fail B	46% - 55%
	Fail C	Below 46%

	Absent	N/A
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8.2 Examination Timetable

- ✚ For latest information about the examination application period and examination dates, please refer to [Examination Schedule on HKIB website](#).

8.3 Examination Approaches

There are two examination approaches available and candidates may choose either one which is best for them.

- ✚ Face-to-face Examination: Traditional face-to-face examinations will be conducted at designated venues arranged by HKIB. Candidates are required to take examinations at specific locations allocated to them accordingly.
- ✚ “Remote Exam”: As an alternative to the traditional face-to-face examination, HKIB had introduced an innovative initiative, “Remote Exam”, allowing candidates to take examinations from their homes or workplaces with own computer equipment and internet access. “Remote Exam” offers greater flexibility in terms of location and time saving on travelling for our candidates without jeopardising the quality standard of assessment.

Measures will be taken to align the same standard of fairness and effectiveness as that of the traditional face-to-face examination. A two device-approach will be adopted with one computer, either desktop or laptop, to access the “Remote Exam” platform for the examination and a mobile device, either smartphone or tablet, for invigilation and monitoring. Authentication of identity and real-time virtual invigilation will be conducted hassle-free with an automatic remote system to ensure the highest degree of integrity and data security.

To ensure smooth examination operations, candidates opting “Remote Exam” are required to participate in the “Rehearsal Practice Examination” to be held by HKIB before eligible to attend the formal examination. This arrangement will facilitate the candidates to get better preparation and understanding on the logistic arrangement of the “Remote Exam”.

8.4 Examination Application

- ✚ Candidates taking current training classes can choose to sit for the current examination or any subsequent ones. They can choose to sit for subsequent examinations but if the corresponding programme has been changed or updated, they may be required to re-

take the training in order to be eligible for module examination.

- ✚ Applicants can obtain an application form via [MyHKIB](#). Attention should be paid to the application deadline or a late entry fee will be charged. The information provided on the application form must be true and clear.
- ✚ Late examination enrolment will be accepted after the stipulated application deadline up to 14 days before examination date, to allow us to administer the application. A late entry fee of HKD 200 (in addition to the examination fee) will apply.
- ✚ Inaccurate or incomplete applications may not be accepted even if the applicant has paid the examination fee.
- ✚ Under no circumstances are changes to module entry allowed.
- ✚ HKIB reserves the right to reject late applications and/or any applications deemed inappropriate. Once HKIB has received your application, NO alterations to the examinations and examination arrangements are allowed.
- ✚ HKIB reserves the right to change examination dates and application deadlines at any time.

8.5 Examination Fee and Payment

<i>Module</i>	<i>2025 Examination Fee per module [#]</i>
1 – 2	HKD600
3	HKD1,200
4	HKD1,500

[#] HKIB student members can enjoy 50% off examination fee discount.

- ✚ Applicants should pay the examination fee as follows:
 - (d) By credit card.
 - (e) By Alipay.
 - (f) By WeChat Pay.
- ✚ Application without successful payment will **NOT** be processed.
- ✚ All payments must be settled before the examination. **NO** fees are refunded or transferred under any circumstances.
- ✚ Applicants are advised to keep a record of their payments.
- ✚ HKIB reserves the right to adjust the examination, study guide and/or administration surcharge fees (if applicable), at any time.

8.6 Examination Attendance Notice

- ✚ Examination Attendance Notices (Attendance Notices) are sent to candidates via **email ONLY** approximately **two weeks** before the examination. Candidates must inform the Institute if they have not received it **one week** before the examination.
- ✚ Candidates are required to print a copy of the Attendance Notice on a sheet of plain A4 paper before attending each examination.
- ✚ Candidates **MUST** present their Attendance Notice at the examination along with a valid identification document (e.g. an HK Identity Card or passport) bearing a current photograph. Photocopies are not accepted.
- ✚ For candidates attending “Remote Exam”, details regarding the prerequisite “Rehearsal Practice Examination” will also be attached.

8.7 Alteration / Transfer of Application for an Examination

- ✚ HKIB reserves the right to cancel, postpone and/or reschedule the examination.
- ✚ If an examination is rescheduled, HKIB notifies candidates of the new date and time via email within one week of the original schedule. Under such circumstances, candidates are not required to re-register for the examination.
- ✚ Under no circumstances are any changes to or transfers of examination application allowed.

8.8 Examination Arrangements for Candidates with Special Needs

- ✚ Candidates with special needs may request special examination arrangements. Under these circumstances they are required to submit documentary evidence, such as medical proof issued by a registered medical practitioner, together with a written request, when applying for the examination. Approval of the request is subject to final HKIB decision.
- ✚ Request for such arrangements may result in an additional charge.

8.9 Examination Preparation

- ✚ Candidates enrolled in the examination are required to study all the essential, recommended and further reading material, if applicable, as part of their examination preparation.

8.10 Examination Results

Examination Results Announcements

- ✚ Candidates will receive email notification once the examination results are available through HKIB online platform. For multiple-choice type questions ONLY examination, result will be released within four weeks after the examination date. For examinations with the presence of essay-type questions, result will be released around eight weeks after the examination date of the last module of the exam diet. The online examination results will be removed one month after the result release date.
- ✚ Candidates will receive official examination results slip by e-mail within two weeks after the examination result is released through HKIB online platform.
- ✚ Results are withheld from candidates who have not paid in full any monies due or payable to the Institute, including but not limited to examination application fees.

Examination Results Review

- ✚ Candidates may request rechecking or remarking of their examination scripts, within one month of the issue of examination results by submitting an official [Examination Result Appeal Form](#) via HKIB website.
- ✚ Rechecking fee of HKD500 per module is only applicable for multiple choice examinations and this fee covers the re-checking for technical errors only such as incorrect mark entries for multiple-choice answer sheets. Remarking fee of HKD1,700 per module is only applied to other types of examination.

8.11 General Examination Regulations

- ✚ An examination is governed by the regulations in force at the time of the examination and not at the time of application, in case there are discrepancies between the two sets of regulations.
- ✚ On all matters concerning interpretation of the regulations, the Professional Standard and Examination Board of the Institute has the final decision.
- ✚ Candidates must complete the training class before taking the examination.
- ✚ The examination is conducted in English.
- ✚ Candidates must use an HB/2B pencil to answer the multiple-choice questions on the Answer Sheets.
- ✚ Examinations are conducted and invigilated by responsible persons appointed by HKIB.

- ✚ Examination Attendance Notices are sent to candidates via **email ONLY**. Candidates are required to print a copy on a plain sheet of A4 paper and **MUST** take their Attendance Notice to each examination, along with a valid identification document (e.g. HK Identity Card or passport). Attendance Notices are collected by the invigilators before the end of the examination, if necessary.
- ✚ Candidates should arrive at the examination venue at least 15 minutes before the start. Candidates must not enter the examination room until instructed to do so.
- ✚ Candidates are not allowed to sit for the examination if they are unable to present Attendance Notice/valid identification document, or if the identification document does not contain a clear and current photograph of the candidate.
- ✚ All examinations begin at the time stated on the Attendance Notice. Latecomers may be admitted during the first 30 minutes of the examination, but extra time will not be given to compensate for any time lost
- ✚ Smoking, eating and drinking are not allowed in the examination room. All mobile phones and other electronic devices must be switched off.
- ✚ All bags, books and other personal belongings must be placed in a location advised by the invigilator, before the examination begins.
- ✚ If you need to go to the toilet during the examination, you should seek permission from an invigilator. An invigilator will accompany you and you must NOT carry any mobile phones, other electronic devices, question books, answer sheets or other papers to the toilet.
- ✚ No other aids, such as books, dictionaries, computers (e.g. notebooks, PC tablets) or papers are permitted in the examination. No draft paper is provided during the examination. Rough workings or notes should be made on the question book and will not be marked.
- ✚ The packets of question papers are opened in the presence of the candidates before the start of the examination. Candidates should remain silent and are not allowed to communicate with other candidate during the examination. Candidates interfering with the proper conduct of the examinations are warned by the invigilator or expelled from the examination room in a serious case. Under such circumstances, a report is submitted to HKIB to consider whether disciplinary action should be taken. Disciplinary action includes, but is not limited to, candidate disqualification.
- ✚ Candidates cannot leave the examination room during the first 45 minutes and the last 15 minutes of an examination. Candidates who decide to leave early must notify the

invigilator as quietly as possible and are not allowed to re-enter the examination room.

- ✚ Candidates must stop writing when instructed to do so by the invigilator.
- ✚ Candidates must not detach any part of their answer sheet, or remove their answer sheet, wholly or partly, from the examination room.
- ✚ Candidates are not allowed to communicate with other candidates during an examination. They are also prohibited from communicating with third parties outside the examination room by using any electronic device. The invigilator has the right to expel candidates from the examination room if their behaviour interferes with the proper conduct of the examination. Any candidate attempting to copy from another candidate's script, or any other source is disqualified.

✚ Pocket calculators:

Financial calculators may be used and listed below

Calculator Model


- Texas Instruments: BA II Plus (both versions), including the BA II Plus Professional
- Hewlett Packard: HP 10B, HP 10bII, HP 10bII+, HP12C (including the HP 12C Platinum and the Anniversary Edition), HP 12C Prestige, HP 17bII+, HP 20B
- Sharp: Sharp Business/Financial Calculator EL-733, EL-733a
- Casio: FC 100/FC 100V/FC 200/FC 200V

Newer and older versions of these calculators will be allowed into the examination room

HKIB strictly enforces all policies with regard to calculator usage during examinations and candidates are required to abide by the policies of HKIB. Calculators are inspected prior to the start of the exam. They must remain on your desk in full view and proctors continue to inspect calculators throughout the administration of the examination. Possession or use of an unauthorised calculator at the test centre results in the voiding of your examination results and may lead to the suspension or termination of your candidacy in HKIB Programme. Failure by the proctors to detect an unauthorised calculator prior to the start of the examination, or your use of an unauthorised calculator at any time during the examination, does not imply that the calculator is an approved model or that your scores will ultimately be reported. Calculator covers, keystroke cards, and loose batteries are permitted in the testing room; instruction manuals are not.

- ✚ Candidates are required to clear financial calculator memory prior to each session of the examination. (Please do not ask invigilators to clear it.) It is candidates' responsibility to

revert their own calculator to desired setting(s) once the calculator's memory has been cleared. If a candidate's calculator has notes/formulas printed on the back of the calculator, includes pull-out cards or contains other supplemental material, this information must be removed or masked by solid colour tape before entering the examination room.

-  If any candidate infringes any of the above regulations, he/she is liable to disciplinary actions, including disqualification.

9. Certification Application and Renewal Process

9.1 Certification Application

Relevant Practitioners who have completed Modules 1 to 3 of the ECF-ORM (Core Level) Programme and obtained a pass in the relevant examinations, may apply for the certification AORP with HKIB professional membership.

Relevant Practitioners who have completed Modules 4 of the ECF-ORM (Professional Level) Programme and obtained a pass in the relevant examination plus at least 5 years of relevant work experience as specified in Annex 1 of the HKMA [Guide to Enhanced Competency Framework on Operational Risk Management](#), may apply for the certification CORP with HKIB professional membership.

Applicants are required to submit a completed Certification Application Form to HKIB together with the relevant supporting documents and payment of the required certification fee. The Certification Application Form can be obtained from [HKIB website](#).

Certification holders are registered as Certified Individuals and included in the public register on HKIB website. Upon successful application for the above Certification(s), professional membership is also granted by HKIB.

9.2 Certification Renewal

Certification of AORP and CORP are subject to annual renewal by HKIB.

Relevant Practitioners are required to comply with the annual Continuing Professional Development (CPD) Scheme in order to renew their Certification. The requirement is a minimum of 12 verifiable CPD hours, of which at least 6 hours should be earned from activities related to the topics of compliance, legal and regulatory requirements, risk management and ethics.

The remaining hours should be on training topics related to banking and finance or the job function. Examples of appropriate training topics include:

- a) Compliance, code of conduct, professional ethics or risk management;

- b) Banking and financial knowledge;
- c) Economics;
- d) Accounting;
- e) Legal principles;
- f) Business and people management;
- g) Language and information technology; and
- h) Subject areas covered in HKIB's professional examinations.

Certification holders are required to renew their certification registration annually in January. Renewal email will be sent to members before renewal deadline. Certification holders who do not pay the continuing membership subscription on or before 31 January of each calendar year are treated as Default Members.

9.3 Certification Fee and Payment

- ✚ The application fee for Certification in various categories are as follows: (Valid until 31 December 2025)

Certification	First year certification - Non-HKIB member: HKD2,180 - Current HKIB ordinary member: HKD950 - Current HKIB professional member: Waived
Certification Renewal	Annual Fee - Certification: HKD2,180 - Reinstatement fee of default member: HKD2,000

- ✚ Applicants should pay the Certification Fee and Certification Renewal Fee:
 - (a) Paid by Employer.
 - (b) By credit card. Please provide your credit card information on the application form.
 - (c) By FPS payment. Please provide your FPS payment receipt.
- ✚ Application forms without payment instruction are **NOT** processed.
- ✚ **NO** fees are refunded or transferred under any circumstances.
- ✚ Applicants are advised to keep a record of their payment.
- ✚ HKIB reserves the right to adjust the certification, re-certification and/or administration surcharge fees (if applicable), at any time.

9.4 Certification and HKIB Membership Regulations

It is mandatory for all individuals to maintain a valid membership status with HKIB if the applicants want to apply for and maintain AORP/ CORP certification and be subject to HKIB membership governance.

Once an application is processed, the membership subscription and registration fees are non-refundable and non-transferable.

The name of the member to be entered on HKIB's records is that on the certification application form. This name, and the order and spelling in which it is presented are used subsequently on all transcripts, pass lists, diplomas, and certificates except where a member has notified HKIB of any change. Such notification must be accompanied by a certified true copy¹ of documentary confirmation, e.g. Hong Kong Identity Card, birth certificate, statutory declaration, etc.

Certification holders are bound by the prevailing rules and regulations of HKIB. They are to abide by HKIB's rules and regulations in HKIB Members' Handbook. Certification holders are required to notify HKIB of any material changes to responses to any of the questions in certification application, including their contact details. HKIB may investigate the statements certification holders made with respect to applications, and applicants may be subject to disciplinary actions for any misrepresentation (whether fraudulent and otherwise) in their applications.

9.5 Membership Reinstatement

Members who have not paid the membership/certification fees when due shall be considered as default members and are not entitled to use any HKIB Professional Qualification and neither call themselves members of the Institute.

¹ Submitted copies of documents to HKIB must be certified as true copies of the originals by:

- HKIB designated staff; or
- HR / authorized staff of current employer (Authorized Institution); or
- A recognised certified public accountant / lawyer / banker / notary public; or
- Hong Kong Institute of Chartered Secretaries (HKICS) member.
- The certifier must sign and date the copy document (printing his/her name clearly in capital letters underneath) and clearly indicate his/her position on it. The certifier must state that it is a true copy of the original (or words to similar effect).

Default members who reinstate their membership with HKIB are required to pay the current year's membership fee plus a reinstatement fee. Once the membership is reinstated, the member's examination record, if any, is reactivated.



10. Exemption Application and Regulations

10.1 Modular Exemption Requirements

Exemption for specific modules of the training programme will be granted for practitioners who have passed any of the following training / professional programme(s):








Module	Eligibility for exemption
Module 1	<ul style="list-style-type: none"> • Certification in Risk Management Assurance of the Institute of Internal Auditors; or • Bachelor's or higher degree in law; or • Professional Ethics and Compliance module under the Advanced Diploma for Certified Banker (Stage I) of HKIB; or • Certified Professional Risk Manager of the Asia Risk Management Institute (ARIMI); or • Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants (HKICPA); • Full member of Association of Chartered Certified Accountants (ACCA); or <p>Members of overseas accountancy bodies which are eligible for full exemption from the qualification programme for membership admission at the HKICPA under the HKICPA's reciprocal membership and mutual recognition agreements (as listed on its website)</p>
Module 3	<ul style="list-style-type: none"> • Operational Risk Manager Certificate of the Professional Risk Managers' International Association (PRMIA); or • Professional Risk Manager of the PRMIA; or • Certificate in Operational Risk Management of the Institute of Operational Risk (IOR), which is now a part of the Institute of Risk Management (IRM) group.

10.2 Modular Exemption Application

-  Candidate with relevant qualifications may apply for modular exemption on the above modules of the ECF-ORM Core Level.
-  Exemption application should be made on an exemption form together with the following documents/items; failing to do so may delay the assessment:
 - i. Appropriate fees (application fee and exemption fees)

ii. Copies of transcript and certificate, if applicable

Note: Candidates are required to submit the exemption form ONLY if they attended the training and completed the examination offered by HKIB.

-  Documents submitted are not returned regardless of the application result.
-  Unless otherwise specified, exemption application based on partially attained qualification is not accepted.
-  Exemption claims granted to student members are only registered in HKIB's record upon the student members' graduation.
-  Exemption results are normally given in writing within 60 days after receipt of application and supporting documents. If further assessment is needed due to unexpected circumstances, separate notifications are given. The decision of the Institute is final and cannot be appealed.
-  Candidate attempting but failing in a module may subsequently claim exemption from that module if they obtain a new/further qualification recognised for exemption purposes.
-  An exemption confirmation letter is issued to candidate whose exemption application is granted.
-  Candidate exempted from a module subsequently attempting that module by examination, have their exemption status overridden.

11. General Information

11.1 Bad Weather Arrangements

In the event of bad weather on the training class/examination day, learners/candidates should pay attention to announcement made by the Hong Kong Observatory about weather conditions. They could also visit [HKIB website](#) for its announcements. For the respective individuals, they will be notified by SMS message about the latest arrangements.

Bad weather – Typhoon signal No. 8 or above, or the black rainstorm signal, or “extreme conditions” is hoisted.

For On-site Training

Signal in force	Bad Weather Arrangement
At or after 7am	Session <u>starts from 9:00am to 2:00pm</u> will be switched to virtual training class/event whenever possible.
At or after 12:00noon	Session <u>starts from 2:00pm to 6:00pm</u> will be switched to virtual training class/event whenever possible.
At or after 4:00pm	Session <u>starts from 6:00pm to 10:00pm</u> will be switched to virtual training class/event whenever possible.

For On-site Examination

Signal in force	Bad Weather Arrangement
At or after 7am	Session <u>starts from 9:00am to 2:00pm</u> will be rescheduled.
At or after 12:00noon	Session <u>starts from 2:00pm to 6:00pm</u> will be rescheduled.
At or after 4:00pm	Session <u>starts from 6:00pm to 10:00pm</u> will be rescheduled.

For Virtual Training / Remote Examination

Signal in force	Bad Weather Arrangement
At or after 7am	Session <u>starts from 9:00am to 2:00pm</u> will be continued as per schedule whenever possible.
At or after 12:00noon	Session <u>starts from 2:00pm to 6:00pm</u> will be continued as per schedule whenever possible.
At or after 4:00pm	Session <u>starts from 6:00pm to 10:00pm</u> will be continued as per schedule whenever possible.

11.2 Privacy Policy Statement

Personal data provided by the candidate are used for administrative and communicative purposes relating to training and examination. Failure to provide complete and accurate information may affect the provision of administrative services to the candidate. The Institute keeps the personal data provided confidential, but may need to disclose it to appropriate personnel in the Institute and other relevant parties engaging in the provision of examination services to the Institute. Candidates have the right to request access to and correction of their personal data in writing to HKIB by using HKIB's email address of cs@hkib.org.

Candidates are advised to read the [Privacy Policy Statement](#) at HKIB website to understand their rights and obligations in respect of the supply of personal data to HKIB and the ways in which HKIB may handle such data.

11.3 Addendums and Changes

HKIB reserves the right to make changes and additions to membership, training and examination regulations, enrolment/application procedures, information in this handbook and any related policies without prior notice. HKIB shall bear no responsibility for any loss to candidates caused by any change or addition made to the aforementioned items.

12. Contact information

HKIB Head Office Address

3/F Guangdong Investment Tower, 148 Connaught Road Central, Hong Kong



General Enquiries / Feedback

Tel.: (852) 2153 7800

Email: cs@hkib.org

Office Service Hours

Monday – Friday: 09:00 - 18:00 (except public holidays)