

# Hong Kong Banking Industry Talent Development Awards Programme

## 香港銀行業人才發展獎勵計劃

A unique chance for your financial institution to showcase your achievements in the area of talent development

**Category II**  
Open for Application Now

*Deadline: 27 June 2025*



**HKIB**  
TALENT  
DEVELOPMENT  
**EXCELLENCE**  
AWARD 2025  
人才發展卓越獎

Demonstrate your efforts

Gain industry recognition

Attract the best talent



**Adoption of  
Artificial Intelligence**

New



**Grand  
Award**



**Social Innovation**



**Career Development  
Framework**



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**HR Strategy**

For more information, please visit our website: [www.hkib.org](http://www.hkib.org)



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## Introduction

As a well-established and renowned global financial centre, Hong Kong is ideally positioned to seize the exciting growth opportunities emerging in the banking and financial services industry. Rapid changes in the business landscape driven by the active participation of Fintech, ongoing developments in the Greater Bay Area initiatives and growing awareness of ESG development have led to an increasing demand for high-quality banking and financial services.

In order to stay ahead amidst these changes and meet the increasing expectations of customers and regulators, Hong Kong must attract, retain and develop talented banking and finance professionals. The **Hong Kong Banking Industry Talent Development Awards Programme (香港銀行業人才發展獎勵計劃)** has been introduced to showcase those financial institutions that demonstrate exemplary achievements and good practices in staff and talent development.

The awardees will not only have shown their dedication to the development of their own staff but will have also proved their commitment to maintaining and strengthening Hong Kong's position as a premier international financial centre.

## Objectives

The Hong Kong Banking Industry Talent Development Awards Programme aims to:

- Recognise the on-going efforts of financial institutions in fostering the career growth of banking and finance practitioners; and
- Recognise the commitment of financial institutions in building employees' competence to enhance Hong Kong's status as an international financial centre.

## Award Categories

### Category I – Open for enrolment on or before 7 February 2025 [Closed]

**The HKIB Talent Development Award (Category I)** aims to acknowledge the efforts of financial institutions in the areas of talent recruitment and development by recognising Professional Qualifications/ Certificate Holders, enabling and encouraging employees to enrich their knowledge and skills through the HKIB Professional Qualifications Programmes (PQPs), including Certified Banker (CB) and the Enhanced Competency Framework (ECF), and other banking and finance related qualifications.

### Category II – Open for enrolment on or before 27 June 2025

**The Talent Development Excellence Award (Category II)** aims to recognise the efforts of financial institutions that pursue forward-looking strategies and to recognise the efforts of undertaking long-term investment to nurture talent development for the finance industry and business community as a whole.

The Talent Development Excellence Award includes the following awards:

- 1) Grand Award
- 2) Star Award – Career Development Framework
- 3) Star Award – HR Strategy
- 4) Star Award – Social Innovation
- 5) Star Award – Human Capital Investment
- 6) Star Award – Adoption of Artificial Intelligence **[NEW]**
- 7) Special Mention Award, if any

## Benefits for Awardees

- Demonstrate the outstanding efforts of your financial institution in the area of talent development;
- Receive acknowledgement via the HKIB's communication channels, e.g. the HKIB website, the HKIB bi-monthly journal Banking Today, the HKIB social media, etc.;
- Enjoy the right to use the award logo in your promotional materials; and
- Attract high-calibre talent to your financial institution.

## Application Information for Category II Award

### Eligibility

**Awardees from the HKIB Talent Development Award (Category I)** are eligible to apply for Talent Development Excellence Award (Category II).

### Category II Award Marking Scheme

The final score will be composed of two parts:

- Points achieved in the HKIB Talent Development Award (Category I Award) - worth 20%
- Essay Writing - worth 80%

The Talent Development Excellence Award will be given to the top six candidates who achieve the highest scores.

### Written Submission

Applicants are required to write an essay in English (preferred) OR Chinese to share their on-going policies or procedures and demonstrate their achievements in 2023 & 2024 in Talent Development in these 5 key areas:

- 1) **Programme Content** – worth 30 out of 100 points; limited to 600 English words or 780 Chinese words;
- 2) **Strategy** – worth 20 out of 100 points; limited to 400 English words or 520 Chinese words;
- 3) **Corporate Social Responsibilities** – worth 20 out of 100 points; limited to 400 English words or 520 Chinese words;
- 4) **Investment** – worth 10 out of 100 points; limited to 200 English words or 260 Chinese words;
- 5) **Adoption of Artificial Intelligence** – worth 10 out of 100 points; limited to 200 English words or 260 Chinese words; and
- 6) **Other Points (summary or key achievements) demonstrating your excellence in Talent Development** – worth 10 out of 100 points; limited to 200 English words or 260 Chinese words.

The length of the essay is limited to 2,000 English words (preferred) or 2,600 Chinese words. Only MS Word format will be accepted. Please make reference to the **Appendix** for evaluation guidelines on each of the 5 key areas.

### Judging Criteria

The above mentioned 5 key areas will be judged based on the following perspectives:

- i) **Creativity;**
- ii) **Responsiveness to Market Changes;**
- iii) **Forward-looking;**
- iv) **Linkage to Business Growth; and**
- v) **Integration of Artificial Intelligence.**

## Submission Deadline

Please submit your essay by sending email to: [tdaward@hkib.org](mailto:tdaward@hkib.org) on or before **27 June 2025**.

## Appendix – Evaluation Guidelines

Key Areas	Points to Consider <i>(Note: Questions listed below are mainly for reference purposes. Applicants do not have to address every point or answer every question in the essay.)</i>
<b>1) Programme Content</b>	<ul style="list-style-type: none"> <li>• Explain how line managers meet with individual employees (including the new-entry staff) to understand their needs in staff development and how they support staff development.</li> <li>• Show how staff development plans and objectives are included in staff members' annual performance review to enable professional autonomy.</li> <li>• Specify if an advisory service with regard to staff development is available to department heads or line managers.</li> <li>• Briefly explain the internal transfer policy and whether it is accessible to all staff.</li> <li>• Demonstrate how the Certified Banker programme is being promoted to enable staff to equip themselves with holistic banking knowledge so as to advance in their career path. If yes, explain how.</li> <li>• Indicate how and how often staff are notified of programmes from banking professional organisations such as the HKIB.</li> <li>• Explain the process for judging a department's need when designing or selecting programmes.</li> <li>• Detail the process for evaluation on designing new in-house courses or selecting external courses, i.e. how the relevancy to the staff member's role or course objectives is evaluated.</li> <li>• With banking services and products becoming more digital, explain the financial institution's vision in supporting the need for industry development.</li> <li>• Explain the prioritisation in promoting staff development programmes or activities, i.e. according to the financial institution's goals and objectives, departments' requests, individual needs, staff appraisals, etc.</li> <li>• Explain any succession plan procedure or guideline within departments, if any.</li> <li>• Other than core banking skills, indicate and specify the proportion of programmes, other than soft or generic skills from different aspects (e.g. interpersonal communication and negotiation skills, business language skills, diversity training, self-emotional control, cultural sensitivity training, adaptability training, creativity workshops, etc.), are included in the staff development procedures or guidelines.</li> <li>• Explain how you create a conducive learning infrastructure and culture to support staff in attaining new knowledge or technical know-how.</li> <li>• Indicate how you encourage and build momentum in staff reskilling through supportive and flexible work arrangements (e.g. allowing staff to take part in local or overseas training courses and workshops) and incentives (e.g. subsidies and examination support).</li> <li>• Explain what assistance channels are available for staff with difficulties in training and staff development.</li> <li>• Advise whether staff opinion surveys are conducted regularly. If yes, indicate what level of management reviews these results and whether the results are communicated to all staff.</li> <li>• Explain if staff opinion surveys include questions on how satisfied staff members are with the training provided and how these surveys are reported including the procedure for any follow-up action.</li> </ul>

<p><b>2) Strategy</b></p>	<ul style="list-style-type: none"> <li>• Explain how the overall staff development strategy engages, enables and encourages staff in the midst of market changes and how the talent development strategy is communicated clearly to staff.</li> <li>• Indicate the time frame for such strategy and how often it is reviewed.</li> <li>• Explain how the strategy will benefit business growth in the short-term and long-term.</li> <li>• Specify if the staff development policy has different targets, e.g. new staff, high potential, etc.</li> <li>• Explain how your institution assesses the impact of technological and business changes on the transformation of tasks in a job role.</li> <li>• Indicate what strategy you have to identify and re-engineer tasks and work flows that are expected to be impacted by automation.</li> <li>• Explain any long-term talent strategy covering reskilling needs and demonstrate your commitment to assigning sufficient resources in learning and development.</li> <li>• Show how your institution maintains a dialogue with industry organisations, education sector and the affected bank staff during any reskilling planning process.</li> <li>• In light of diversity of the banking business model, its complexity and hence impact on the human resources policies of individual banks, explain any internal human mobility strategy and/or policy and show how it is fair and transparent to staff, taking into account their views.</li> <li>• Explain how your institution conducts regular and structured stocktakes of current human capabilities and how the results are mapped against workforce requirements of both existing and emerging roles to evaluate current and future talent needs.</li> <li>• Indicate any redeployment strategy you have and demonstrate its transparency and fairness and how it is clearly communicated to staff in a timely manner to limit staff anxiety.</li> </ul>
<p><b>3) Corporate Social Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Detail any young talent development programmes or guidelines, if any.</li> <li>• Explain any policy or plan implemented to groom future talents, i.e. university student internships, if any.</li> <li>• Indicate if all staff have equal right to access staff development opportunities.</li> <li>• Explain whether the policy encourages diversity in the financial institution, i.e. race, age, gender.</li> <li>• Detail any talent development plan focusing on green and sustainable banking.</li> <li>• Specify if any charity or voluntary community work is being conducted regularly and give examples, if any. Cover whether these are sponsored and promoted by the financial institution and whether senior managers are expected to attend.</li> <li>• Detail how these activities or procedures on Corporate Social Responsibilities benefit the financial institution in the short-term or long-term.</li> <li>• Detail how these activities or procedures benefit the industry or the community as a whole. Describe any notable achievements.</li> <li>• Indicate whether staff are offered online training courses as more flexible solutions. Explain how any in-house online training courses are regularly updated to cover new business models and what collaboration there is with stakeholders in their design.</li> <li>• Explain how contingency measures are taken into account for crisis management planning in the short-term and long-term.</li> </ul>
<p><b>4) Investment</b></p>	<ul style="list-style-type: none"> <li>• Indicate the percentage of staff in the HR department designated to be responsible for staff development.</li> <li>• Indicate the percentage increase of Staff Development budget projected</li> </ul>

	<p>in the coming two to three years, if any.</p> <ul style="list-style-type: none"> <li>• Indicate the percentage of the HR budget used for engaging new talents, and encouraging existing staff in the past year.</li> <li>• Explain the procedures to identify needs for each department in the annual budgetary cycle.</li> <li>• Explain the reward mechanism for staff in respect to staff development activities as an encouragement of outstanding personal development.</li> <li>• Indicate any time-off policy, study leave policy or subsidy policy for self-chosen external courses.</li> <li>• Explain any continuous training on certain topics or focus areas that is being conducted.</li> <li>• Explain how often you review your resources plan against changing trends and risks.</li> <li>• Explain how your institution pools its training resources into common areas that exhibit acute needs and makes use of external training providers to allow for better economies of scale and enable knowledge sharing.</li> </ul>
<p><b>5) Adoption of Artificial Intelligence (AI)</b></p>	<ul style="list-style-type: none"> <li>• Explain the effectiveness of developing and integrating AI techniques, algorithms, or technologies in the context of learning, along with HR functions to enhance operational efficiency and decision-making processes.</li> <li>• Describe how AI-generated content (AIGC) tools like HR analytics, HR applications, big data and business predictions are leveraged to gain insights into employee performance and engagement.</li> <li>• Provide case studies that showcase how AI-driven analytics identify employee behaviour patterns, leading to tailored training programmes that boost productivity.</li> <li>• Explain how AI adoption like automating repetitive tasks, improving recruitment with predictive analytics, and enhancing employee engagement through communication confront HR challenges.</li> <li>• Demonstrate improvements in corporate performance by comparing AI with traditional practices, showing reduced cost, increased revenue, encouraging ROI and enhanced operational effectiveness.</li> <li>• Highlight greater functionalities through AI, such as real-time data analysis and enhanced reporting capabilities, ensuring effective HR outcomes.</li> <li>• Present tangible results from AI implementation, including improved employee retention, higher satisfaction, and increased efficiency in HR operations.</li> <li>• Elaborate on the mechanisms for continuous improvement in AI applications within HR, including regular updates to algorithms and responsiveness to employee feedback.</li> <li>• Emphasise ethical considerations during implementation, such as addressing privacy and surveillance concerns, mitigating bias and discrimination in AI models, and upholding human judgment.</li> </ul>
<p><b>6) Other points</b></p>	<ul style="list-style-type: none"> <li>• Other points (summary or key achievements) demonstrating your excellence in Talent Development.</li> </ul>

