HONG KONG MONETARY AUTHORITY
香 港 金 融 管 理 局

Our Ref.: B9/183C

23 September 2026

The Chief Executive
All Authorized Institutions

Dear Sir/Madam,

Review of the Enhanced Competency Framework for Banking Practitioners

I am writing to inform you that the Hong Kong Monetary Authority ("HKMA") recently completed a review of the Enhanced Competency Framework for Banking Practitioners ("ECF").[1]

Enhancements to be brought forward

The review focused on the overall structure, experience and certification requirements, and qualification taxonomy of the ECF. This was with a view to ensuring the ECF's effectiveness in supporting the development of well-rounded and future-ready professionals for the banking sector.

In consultation with the Talent Committee of HKAB, the Future Banking Committee of HKIB, and HKIB as the ECF Administrator, five enhancements are proposed:

Overall structure

1. **Re-configure the Core Level** to encompass a single, common (i.e. not workstream-specific) set of competency standards that are essential for banking practitioners in general, preparing them for a broader range of future career development pathways. This also enables closer alignment with the HKIB Certified Banker programme.

[1] The review followed through an action item recommended in the *"Capacity Building for Future Banking, 2026–2030"* study, which was published jointly by the HKMA, the Hong Kong Institute of Bankers ("HKIB") and the Hong Kong Association of Banks ("HKAB") in August 2025.

2. **Consolidate the existing Core Level and Professional Level competency standards within each specific workstream** to reduce duplication and streamline the structure of the ECF. Altogether, there will be one set of non-workstream specific competency standards at the Core Level, and ten sets of workstream-specific competency standards at the Professional Level.

Experience and certification requirements

3. **Re-align work experience requirements** having regard to those of comparable professional qualifications. The Core Level will require one year of banking experience, while the Professional Level will require three years of banking experience (of which at least two years specific to the relevant workstream).

4. **Allow retention of the attained ECF certifications despite changes in job roles**, thereby facilitating career transition and widening professional exposure across different functions within the banking industry.

Qualification taxonomy

5. **Consolidate qualifications within individual workstreams** into one integrated qualification for each workstream at the Professional Level to eliminate overlapping competency requirements and training contents, and support end-to-end expertise within an area of specialisation.

Implementation plan

As an indicative timeline, the HKMA will issue new ECF guidance based on the revamped ECF and the HKIB will work out the related transition arrangements by mid-2028. Following that, the HKIB will confirm the new qualification requirements (including modular exemptions) and update training content, with a view to rolling out new training courses in 2030. Given that appropriate arrangements will be put in place to facilitate a smooth transition, authorized institutions are advised to maintain current ECF training plans without interruption in the meantime.

If you have any questions, please feel free to contact Kevin Cheung at 2878 1573, Brian Yuen at 2878 5971 or Denise Tai at 2878 1589.

Yours faithfully,

Encl.