

## Human Resources Management

In 2012, the Bank strengthened human resources management to enhance staff competence in a coordinated and planned way so as to meet the need of business development.

**First, personnel recruiting and appointment procedures were improved and personnel management, performance evaluation and supervision were strengthened.** Staff promotion through open competition was carried out and staff performance evaluation procedure was improved. Information on personnel management was released on a regular basis, and steady progress was made in reforming the personnel management system. This ensured credibility of staff recruitment and promotion.

**Second, human resources management became more market and business development oriented.** To meet market needs and facilitate business development, the Bank recruited more

competent personnel who have expertise in banking and investment, good command of foreign language, and experience in overseas projects. The Bank ensured adequate staffing for project implementation departments. These efforts raised the efficiency of human resources management and boosted the Bank's core businesses.

**Third, diverse models of personnel training were developed to consolidate the Bank's talent base.** Professional and managerial training programs catering to business and staff needs were carried out. Adequate training opportunities were given to heads of departments and branches and career planning consultation was provided to new recruits. The Bank increased job rotation to enhance staff motivation. Staff competency was boosted as a result. The Bank also provided better services to retirees and drew on their expertise.



## Staff Categorized by Age, Educational and Professional Background, 2012

		Number of Staff	Percentage (%)
Age	Under 30 (inclusive)	901	42.2%
	31-40	787	36.8%
	41-50	342	16%
	Over 51 (inclusive)	106	5%
	Overall	2136	100%
Educational Background	Doctoral Degree	46	2.2%
	MA/MSc Degree	1049	49.1%
	BA/BSc Degree	989	46.3%
	Degree of Training College	43	2%
	Vocational Diploma and Lower	9	0.4%
	Overall	2136	100%
Professional Title	Senior Title	162	7.6%
	Intermediate Title	453	21.2%
	Junior Title	243	11.4%
	Overall	858	40.2%
Business Title	Senior Business(Project) Manager	2	0.1%
	Junior Business(Project) Manager	112	5.3%
	Business(Project) Manager	927	43.4%
	Assistant Business(Project) Manager	118	5.5%
	Overall	1159	54.3%