

## 4.2.1 Vocational Qualification Specifications for Director (Talent Management)

### A. Job Description and Competency Requirements

<b>Area of Specialty</b>	<p>Talent Management</p> <p>With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include:</p> <ul style="list-style-type: none"> <li>• Anticipate and meet the changing demands and requirements for leadership and skills within the organisation</li> <li>• Develop talent plan (including key roles and potential successors) in consultation with senior leaders of the organisation to build the organisation bench strength and maximise the benefits of key employees and high performers</li> <li>• Take the lead in identifying organisational training needs (based on business objectives, talent management strategies, succession planning and employee development plans) and providing relevant and timely interventions to bring about a positive change of knowledge, skills and behaviours, and most importantly, a learning culture</li> <li>• Ensure clear performance management process and policies are in place so employees are aware of performance and behavioural expectations that link to the strategic and tactical objectives of the organisation</li> <li>• Ensure disciplinary procedures and policies are in place for managing poor performance or behaviours</li> </ul>
<b>Occupational / Job Role</b>	Head
<b>Typical Job Title</b>	Employers use job titles to categorise positions in different ways. The practitioners in this leadership position often have job titles such as Director (Talent Management), Head (Learning and Development), or Chief Talent Officer.
<b>Major Purposes and Duties of the Job</b>	<p>Formulate and undertake talent management and development strategy, policy and process in order to manage, develop, and retain the topmost talented and skilled employees of the organisation.</p> <p>The practitioners in this position understand the business development plans and use big data to identify the high potential employees of the organisation to meet the organisation development; develop talent plans and a robust leadership pipeline in all areas of the organisation; as well as nurture a talent management culture so that the organisation can effectively embrace changes in the industry and transform the challenges into opportunities.</p> <p>Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section “B. Qualification Specifications and Mapping of Units of Competency (UoCs)” for details.</p>
<b>General Requirements</b>	<ul style="list-style-type: none"> <li>• Good knowledge of talent management or learning and development framework / principles / concepts / theories</li> <li>• Excellent interpersonal and communication skills, skilled at developing professional relationships with diverse cultures or backgrounds</li> <li>• Excellent leadership, networking, problem solving, influencing, and partnering skills</li> <li>• University degree in Human Resource Development, Organisational Psychology, Business Management, or related disciplines</li> <li>• Relevant work experience; or demonstration of managerial competencies; or related organisational experience</li> </ul>

The following job competency requirements are listed based on the sequence of UoC Categories published on the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition):

Job Competency Requirements					
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Organisational / Corporate Strategic Planning and Management	1. Establish and lead the human resource (HR) agenda in the organisation's strategic planning	106904L7	7	7
		2. Create human resource (HR) strategies as a strategic business partner and key member of the board of directors or top management team	106906L7	7	7
		3. Determine impact of the organisation's strategic plan on human capital	106908L6	6	6
	Human Resource (HR) Strategy	4. Forecast human capital needs with due regard to socio-economic trends and the organisational developments and strategies	106909L7	7	7
		5. Formulate and align human resource (HR) strategies with the organisation's strategic plan	106910L7	7	7
		6. Translate human resource (HR) strategies into operational systems and procedures	106913L6	6	6
		7. Design metrics to measure the effectiveness of human resource (HR) strategies	106914L6	6	6
	Organisation's Vision, Mission, Values (VMV) and Culture	8. Facilitate development of the organisation's vision, mission, core values (VMV) and behavioural expectations	106915L6	6	6
		9. Align the organisation's vision, mission, core values (VMV) and behavioural expectations	106918L6	6	5
	Organisation Development (OD)	10. Investigate and devise drivers of organisational effectiveness	106919L6	6	6
		11. Design organisation development (OD) interventions, programmes and processes to address business needs	106920L6	6	6
	Change Management	12. Design change objectives and management plans	106923L6	6	6
		13. Evaluate effectiveness of change initiatives	106928L6	6	5
	Employer Branding and Reputation Management	14. Develop employee value proposition and design employer branding strategy	106959L6	6	6
Human Resource (HR) Analytics	15. Identify key factors that drive employee productivity and configure them into human resource (HR) systems	107050L5	5	5	
Risk Management	16. Evaluate organisational or key business risks of human resource (HR) functions	107080L6	6	6	
Functional	Talent Management and Development Strategy and Process	1. Formulate knowledge management strategy as well as talent management and development strategy	106992L7	7	7
		2. Design policies and process for knowledge management as well as talent management and development	106993L6	6	6
		3. Identify the organisational capacity gaps	106995L5	5	5
	Succession Planning	4. Determine key roles for succession planning and the required competencies	106997L6	6	6
		5. Evaluate effectiveness of the development activities for the potential successors	107000L6	6	5
		6. Develop a regular talent review exercise and revise the succession plan	107001L5	5	5
	Leadership and Management Development	7. Design leadership competencies and intervention tools	107002L6	6	6
		8. Identify target individuals for leadership development	107003L5	5	5
		9. Evaluate effectiveness of leadership development interventions, and update individual development plans (IDPs)	107006L6	6	5
	Employee Learning and Development (L&D)	10. Design learning and development (L&D) policies and procedures	107007L6	6	6
		11. Evaluate effectiveness of learning and development (L&D) interventions	107014L6	6	5
	Performance Management	12. Design performance management policies, procedures and system	107015L6	6	6
	Managing Employee Relations	13. Design employee relations policies, procedures and measures	107060L6	6	6
		14. Develop policies and procedures to handle disciplinary and grievance cases	107061L5	5	5

### Additional Competency Requirements

In addition to the UoCs, a number of soft skills generic to different professions and disciplines would contribute to the success of this occupational / job role. The list below illustrates the potential career success factors for this occupational / job role:

Competency Title *	Proficiency Level	Definition of the Proficiency Level
1. Active learning and learning strategies (i.e. Understanding the implications of new information for both current and future problem solving and decision making; selecting and using training / instructional methods and procedures appropriate for the situation when learning or teaching new things)	Expert	Apply the competency in exceptionally difficult situations; serve as a key resource and advise others
2. Analytical thinking and innovation (i.e. Analysing information and using logic to address work related issues and problems; creativity and alternative thinking to develop new ideas for and answers to work related problems)	Expert	Apply the competency in exceptionally difficult situations; serve as a key resource and advise others
3. Business acumen (i.e. Carrying out organisational strategy with a clear understanding of the industry trends, economic sectors and market dynamics; demonstrating business foresight along with the ability to integrate diverse perspectives; exercising judgment around opportunities that represent the most potential for innovation and return on investment for relevant stakeholders of the organisation)	Expert	Apply the competency in exceptionally difficult situations; serve as a key resource and advise others
4. Emotional intelligence and interpersonal communication (i.e. Being sensitive to others' needs and feelings and being understanding and helpful on the job; being pleasant with others on the job and displaying a good natured and cooperative attitude; preferring to work with others rather than alone and being personally connected with others on the job; being aware of others' reactions and understanding why they react as they do)	Expert	Apply the competency in exceptionally difficult situations; serve as a key resource and advise others
5. Leadership and social influence (i.e. Willingness to lead, take charge, and offer opinions and direction; having an impact on others in the organisation, and displaying energy and leadership)	Expert	Apply the competency in exceptionally difficult situations; serve as a key resource and advise others

\* The competency titles and descriptors are suggested in reference to O\*NET OnLine and input from interviewees and focus group participants.

## B. Qualification Specifications and Mapping of Units of Competency (UoCs)

The information in the section is for reference only; there is no intention to represent an industry standard. Training providers or training function of individual organisations may make necessary adjustments based on the actual needs of learners.

By making reference to the list of UoCs below, **training providers or training function of individual organisations have a flexibility to design a job-specific training programme for their target learners according to their genuine needs.** For any job-specific programme to be qualified as SCS-based, it is recommended to include at least 60% of the UoCs mapped here included in the programme.

<b>Qualification Title</b>	Master Degree / Postgraduate Diploma / Postgraduate Certificate in Talent Management / Talent Management and Development / Learning and Development
<b>Qualification Level</b>	QF Level 6
<b>QF Credit (Ref Only)</b>	175 (based on mapping of UoCs)
<b>Qualification Entry Requirement</b>	Academic / Professional Pathway: Have satisfied the minimum university entrance requirement or equivalent. OR QF Pathway: Completion of Level 5 QF-recognised qualifications in related disciplines.
<b>Qualification Training Objective</b>	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 5 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Talent Management and Development Strategy and Process; Success Planning; Leadership and Management Development; Employee Learning and Development (L&D); Performance Management; Employer Branding and Reputation Management; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Establish human resource agenda and deploy the techniques of corporate analysis in organisational or corporate strategic planning	<ul style="list-style-type: none"> <li>Execution of corporate analysis.</li> <li>Engagement with major stakeholders for multiple sources of input, ownership and quality of strategic planning.</li> <li>Establishment of organisational structure based on analysis of business environment and organisation life cycle.</li> <li>Provision of insights or strategies to implement the HR agenda and influence the process and outcome of the organisation's strategic planning.</li> </ul>	Organisational / Corporate Strategic Planning and Management	Establish and lead the human resource (HR) agenda in the organisation's strategic planning *	106904L7
2. Create and integrate human resource strategies into the organisation's operational plans and policies	<ul style="list-style-type: none"> <li>Establishment of HR strategies to support the organisation's strategic decision-making and due diligence processes, procedures and activities.</li> <li>Engagement with major stakeholders for multiple sources of input and ownership through consultation process.</li> </ul>		Create human resource (HR) strategies as a strategic business partner and key member of the board of directors or top management team *	106906L7

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	<ul style="list-style-type: none"> <li>Establishment of strategic HR solutions to support and influence the organisation's strategic decision-making.</li> </ul>			
3. Determine impact of the organisation's strategic plan on human capital for maximising employee contribution and organisational performance	<ul style="list-style-type: none"> <li>Evaluation of impact of the organisation's strategic plan on human capital in an efficient and effective manner.</li> <li>Establishment of quantitative and qualitative tools to measure organisational and employee performance.</li> <li>Provision of insights into existing human capital profile to support development of future strategies.</li> </ul>		Determine impact of the organisation's strategic plan on human capital *	106908L6
4. Forecast human capital needs of the organisation	<ul style="list-style-type: none"> <li>Establishment of quantitative and qualitative tools to determine human capital's performance and future needs in accordance with the organisation's strategic plan.</li> <li>Establishment of a full range of human capital needs in an efficient and effective manner.</li> </ul>	Human Resource (HR) Strategy	Forecast human capital needs with due regard to socio-economic trends and the organisational developments and strategies *	106909L7
5. Formulate appropriate human resource strategies for developing the organisation's workforce and practices required to meet the organisation's vision, mission, values, directions and strategies	<ul style="list-style-type: none"> <li>Establishment of HR strategies aligned with the organisation's business strategies in accordance with thorough analysis on current situation.</li> <li>Provision of HR data and analysis to support the formulation and change of HR strategies and initiatives.</li> <li>Implementation of workforce impact analysis including cost implications.</li> </ul>		Formulate and align human resource (HR) strategies with the organisation's strategic plan *	106910L7
6. Design human resource operational systems and procedures based on the organisation's strategies	<ul style="list-style-type: none"> <li>Establishment and implementation of HR policies, operational systems and procedures in a consistent and coherent manner in accordance with the HR strategies.</li> <li>Alignment of existing HR operational systems and procedures to better support HR strategies.</li> </ul>		Translate human resource (HR) strategies into operational systems and procedures *	106913L6
7. Employ proper and comprehensive measurement of human resource effectiveness and efficiencies	<ul style="list-style-type: none"> <li>Establishment of key HR metrics to evaluate outcomes and effectiveness of HR initiatives.</li> <li>Evaluation of the performance of HR strategies, roles, functionalities and contributions.</li> <li>Provision of insights from HR perspective to address performance gaps and support business operation and decision.</li> </ul>		Design metrics to measure the effectiveness of human resource (HR) strategies *	106914L6
8. Develop behavioural indicators for performance management	<ul style="list-style-type: none"> <li>Establishment of a clear and inter-related set of VMV and behavioural expectations for the organisation.</li> <li>Establishment or alignment of performance management system incorporating clear behavioural expectations.</li> <li>Engagement with major stakeholders for multiple sources of input and ownership throughout the development process of VMV and behavioural expectations.</li> </ul>	Organisation's Vision, Mission, Values (VMV) and Culture	Facilitate development of the organisation's vision, mission, core values (VMV) and behavioural expectations *	106915L6

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
9. Build linkage among the organisation's vision, mission, values and employees' behavioural expectations	<ul style="list-style-type: none"> <li>Establishment of specific and measurable improvement plan to close the gap between VMV and behavioural expectations.</li> <li>Identification of appropriate tools to evaluate the alignment of VMV and behavioural expectations.</li> <li>Establishment of communication and feedback processes for educating employees the importance of VMV and behavioural expectations to organisational performance and development.</li> </ul>		Align the organisation's vision, mission, core values (VMV) and behavioural expectations *	106918L6
10. Engage major stakeholders to investigate and devise drivers of organisational effectiveness	<ul style="list-style-type: none"> <li>Identification of measurement tools for evaluation of organisational effectiveness.</li> <li>Identification of core competencies for different levels of employees, which are critical to the growth and success of the organisation with major stakeholders.</li> <li>Establishment of talent strategy and succession plan together with major stakeholders in accordance with the defined organisational effectiveness.</li> </ul>	Organisation Development (OD)	Investigate and devise drivers of organisational effectiveness *	106919L6
11. Engage major stakeholders in the process of identification, development, implementation and evaluation of organisation development initiatives	<ul style="list-style-type: none"> <li>Establishment of OD plan consisting of a variety of OD interventions, programmes and processes.</li> <li>Engagement with major stakeholders for multiple sources of input, ownership and quality of strategic planning.</li> <li>Implementation of the OD plan to address business needs and achieve the expected objectives and outcomes of individual interventions and programmes.</li> </ul>		Design organisation development (OD) interventions, programmes and processes to address business needs *	106920L6
12. Design change objectives and management plans that fit the readiness or conditions of the organisation	<ul style="list-style-type: none"> <li>Establishment of clear and specific change objectives and change management plans in accordance with thorough situational analysis and organisational readiness.</li> <li>Engagement with senior management in the establishment of change objectives and management plans.</li> <li>Establishment of process for effective implementation of change.</li> </ul>	Change Management	Design change objectives and management plans *	106923L6
13. Build trust and make alignment of all change initiatives with major stakeholders to identify improvement opportunities; and maintain the organisation in alignment with its culture and core values	<ul style="list-style-type: none"> <li>Establishment of clear and specific criteria for measuring change effectiveness.</li> <li>Execution of change results analysis in a timely manner to determine the pace and effectiveness of change initiatives.</li> <li>Formulation and implementation of adjustments to originally planned change initiatives.</li> <li>Engagement with major stakeholders in the evaluation of change initiatives.</li> </ul>		Evaluate effectiveness of change initiatives *	106928L6
14. Promote the organisation's visibility in collaboration with key functions (e.g. Employee Engagement,	<ul style="list-style-type: none"> <li>Establishment of a unique, holistic and strong employee value proposition and employer branding strategy with senior management</li> </ul>	Employer Branding and Reputation Management	Develop employee value proposition and design employer branding strategy *	106959L6

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
Learning and Development) through various online and offline channels	<p>for recruitment, retention, employee engagement and the overall perception of the organisation in the market.</p> <ul style="list-style-type: none"> <li>Implementation of organisational research and employee engagement to assess employee experience and enhance employee value proposition and employer branding strategy.</li> </ul>			
15. Formulate strategies and provide direction for leadership, knowledge management, and employee development	<ul style="list-style-type: none"> <li>Formulation of knowledge management strategy as well as talent management and development strategy.</li> <li>Identification of core competencies critical to business success.</li> <li>Establishment of competency framework for the organisation.</li> </ul>	Talent Management and Development Strategy and Process	Formulate knowledge management strategy as well as talent management and development strategy	106992L7
16. Design policies and processes for soliciting and disseminating critical knowledge of the organisation; managing and developing talents	<ul style="list-style-type: none"> <li>Establishment of effective policies and process for knowledge management as well as talent management and development based on the organisation's strategic direction and talent strategy.</li> <li>Implementation of policies and process for knowledge management as well as talent management and development with relevant programmes.</li> </ul>		Design policies and process for knowledge management as well as talent management and development	106993L6
17. Identify major gaps of successors for critical positions and talent development challenges of various departments or business units in the organisation	<ul style="list-style-type: none"> <li>Establishment of a clear picture of organisational capacity gaps based on a thorough human capital assessment of the organisation.</li> <li>Execution of analysis on the organisational capacity gaps for developing talent management and development strategy.</li> </ul>		Identify the organisational capacity gaps	106995L5
18. Identify high potential employees and proper replacements to fill all major positions in the organisation to keep the business moving	<ul style="list-style-type: none"> <li>Identification of the required competencies on key roles in the organisation.</li> <li>Engagement with major stakeholders for multiple sources of input, ownership and quality of succession planning.</li> </ul>	Succession Planning	Determine key roles for succession planning and the required competencies	106997L6
19. Lead, monitor and evaluate leadership and development activities for high potential employees	<ul style="list-style-type: none"> <li>Establishment of measurable parameters for evaluating effectiveness of the development activities for potential successors (e.g. changes in knowledge, skills, attitude and on-the-job behaviour after development activities).</li> <li>Implementation of evaluation in accordance with predefined parameters and evaluation plan.</li> <li>Engagement with major stakeholders in the evaluation of development activities for the potential successors.</li> </ul>		Evaluate effectiveness of the development activities for the potential successors	107000L6
20. Monitor and evaluate performance of different groups of talents and create improvement plans with their immediate managers	<ul style="list-style-type: none"> <li>Establishment of talent review process (e.g. assessment by phases), formats (e.g. documentation, review discussion, follow-up) and governing mechanisms for regular talent review and reporting.</li> <li>Execution of regular talent review exercise in accordance with the predefined review process and governing mechanisms on a regular basis.</li> </ul>		Develop a regular talent review exercise and revise the succession plan	107001L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	<ul style="list-style-type: none"> <li>Execution of adjustments on IDPs and the organisation's succession plan based on results of talent review.</li> </ul>			
21. Recommend appropriate learning and development solutions for different groups of talents (e.g. regional talents, local talents, young talents)	<ul style="list-style-type: none"> <li>Establishment of a well-structured leadership competency framework for the organisation.</li> <li>Execution of selection and / or development of intervention tools in accordance with the well-structured leadership competency framework and readiness of the organisation.</li> </ul>	Leadership and Management Development	Design leadership competencies and intervention tools	107002L6
22. Develop talent plans, including key roles and potential successors, and leadership pipeline for the organisation	<ul style="list-style-type: none"> <li>Identification of target individuals for leadership development with major stakeholders.</li> <li>Effective identification of target individuals for leadership development by applying suitable assessment tools and talent review sessions in the organisation.</li> </ul>		Identify target individuals for leadership development	107003L5
23. Develop and update individual development plan (IDP) for each high potential employee	<ul style="list-style-type: none"> <li>Establishment of unified methods of evaluating individual learning effectiveness and effectiveness of internal and / or external leadership development interventions.</li> <li>Execution of evaluations of leadership development interventions in accordance with predefined methods.</li> <li>Implementation of adjustments on IDPs and leadership development interventions based on evaluation results, changing business needs and strategic direction.</li> <li>Engagement with target individuals in the evaluation of leadership development initiatives.</li> </ul>		Evaluate effectiveness of leadership development interventions, and update individual development plans (IDPs)	107006L6
24. Design learning and development policies and procedures that drive employee development and business success	<ul style="list-style-type: none"> <li>Establishment of L&amp;D policies and procedures based on the organisation's operating environment, business strategy and their implications on human capital.</li> <li>Engagement with all employees for the implementation and enhancement of L&amp;D policies.</li> </ul>	Employee Learning and Development (L&D)	Design learning and development (L&D) policies and procedures	107007L6
25. Evaluate effectiveness of learning and development interventions targeting different groups of talents	<ul style="list-style-type: none"> <li>Establishment of unified methods of evaluating effectiveness of the L&amp;D interventions.</li> <li>Implementation of evaluations in accordance with predefined methods.</li> <li>Engagement with major stakeholders in the evaluation of L&amp;D interventions.</li> </ul>		Evaluate effectiveness of learning and development (L&D) interventions	107014L6
26. Design performance management policies, procedures and system that drive people development and business success	<ul style="list-style-type: none"> <li>Establishment of overall performance management policies, procedures and system aligned with other HR processes and the organisation's strategic development.</li> </ul>	Performance Management	Design performance management policies, procedures and system	107015L6



Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	<ul style="list-style-type: none"> <li>Engagement with all employees for the implementation of performance management policies, procedures and system.</li> </ul>			
27. Identify the key drivers of performance and productivity with the involvement of major stakeholders; and build correlation among human resource initiatives and business results	<ul style="list-style-type: none"> <li>Identification of key drivers of employee productivity and required HR analytics, with strong engagement of major stakeholders during the process.</li> <li>Execution of system configuration for generating and making good use of HR analytics.</li> </ul>	Human Resource (HR) Analytics	Identify key factors that drive employee productivity and configure them into human resource (HR) systems *	107050L5
28. Sustain a culture of open communication and mutual respect, and achieve employee satisfaction with the means of relevant policies, procedures and measures	<ul style="list-style-type: none"> <li>Establishment of employee relations policies, procedures and measures for effective communication within the organisation (e.g. appropriate use of social media and information technology).</li> <li>Establishment of guidelines and protocols for internal and external communication.</li> <li>Provision of guidance to all employees to foster a culture of open communication and mutual respect across the organisation.</li> </ul>	Managing Employee Relations	Design employee relations policies, procedures and measures	107060L6
29. Enable Human Resource Team and line management to implement the organisation's policies and procedures for handling all types of disciplinary and grievance cases	<ul style="list-style-type: none"> <li>Establishment of policies and procedures to handle disciplinary and grievance cases fairly and expeditiously.</li> <li>Execution of two-way communication to help all employees understand the policies and procedures on handling employee disciplines and grievances.</li> <li>Provision of guidance and assistance to HR professionals and managers to handle disciplinary and grievance cases in accordance with the relevant policies and procedures.</li> </ul>		Develop policies and procedures to handle disciplinary and grievance cases	107061L5
30. Maintain uninterrupted human resource support and services even in the ever-changing business and socio-political environment	<ul style="list-style-type: none"> <li>Establishment of risk management plan for HR programmes and activities for provision of uninterrupted HR support and services.</li> <li>Execution of regular review of potential risks of HR programmes and activities (e.g. potential financial abuse of compensation and benefits, discriminatory practices of hiring, critical skills shortage) with major stakeholders.</li> </ul>	Risk Management	Evaluate organisational or key business risks of human resource (HR) functions *	107080L6

\* These 16 UoCs are common to all areas of specialties of HRM Sector in this occupational / job role. In other words, they are core competencies (role specific).

**Learning Outcome Statement**

Education Pathway:

- Candidates who complete this qualification are able to proceed to qualification training at QF Level 7 in HRM Sector.
- Candidates who had acquired other competency-based training at QF Level 6 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification.

Employment Pathway:

- The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role.
- Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.

### C. Critical Developmental and Learning Experience Associated for Career Progression

#### Critical or Desirable On-The-Job Learning

- Experience in leading, developing and overseeing talent management and development programmes
- Previous experience in related business / industry / sector is an advantage
- Extensive experience in talent management is an advantage
- Familiarity with learning management systems and performance management systems is an advantage
- Familiarity with integrating technology into talent management and development process is an advantage
- Ability to foster cooperation and work collaboratively within and across departments or business units with a broad range of interests
- Ability to interpret and identify suitable leadership development assessment tools
- Ability to coach and manage individuals and teams for maintaining a high performing workforce

#### Relevant Learning Programmes in the Market

There are many forms of learning programmes in the market that broaden or deepen specific knowledge and skills of the practitioners in this leadership position (e.g. talks, workshops, online courses, study tours, communities of practice, competitions). Below are some examples of the award-bearing programmes enlisted on Qualifications Register (QR) for reference:

Title of Qualification	Title of Learning Programme	QF Level	Name of Operator / Agency
1. Doctor of Philosophy	Doctor of Philosophy - Faculty of Business and Economics	7	The University of Hong Kong
2. Master of Human Resource Management	Master of Human Resource Management	6	The Open University of Hong Kong
3. Master of Science in Business Analytics	Master of Science in Business Analytics	6	The Hong Kong Polytechnic University
4. Master of Science in Human Resource Management and Organisational Behaviour	Master of Science in Human Resource Management and Organisational Behaviour	6	Lingnan University
5. Master of Science in Knowledge and Technology Management	Master of Science in Knowledge and Technology Management	6	The Hong Kong Polytechnic University
6. Master of Science in Strategic Human Resources Management	Master of Science in Strategic Human Resources Management	6	Hong Kong Baptist University
7. Postgraduate Certificate in Human Resource Management	Postgraduate Diploma in Human Resource Management and Business Psychology	6	HKU School of Professional and Continuing Education
8. Postgraduate Diploma in Digital Leadership	Postgraduate Diploma in Digital Leadership	6	The Hong Kong Polytechnic University
9. Postgraduate Diploma in Human Resource Management and Business Psychology	Postgraduate Diploma in Human Resource Management and Business Psychology	6	HKU School of Professional and Continuing Education
10. Postgraduate Diploma in Technology Management	Postgraduate Diploma in Technology Management	6	The Hong Kong Polytechnic University

For a complete list of award-bearing programmes enlisted on Qualifications Register, please visit <https://www.hkqr.gov.hk>.

End

## 4.2.2 Vocational Qualification Specifications for Manager (Talent Management)

### A. Job Description and Competency Requirements

<b>Area of Specialty</b>	<p>Talent Management</p> <p>With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include:</p> <ul style="list-style-type: none"> <li>• Anticipate and meet the changing demands and requirements for leadership and skills within the organisation</li> <li>• Develop talent plan (including key roles and potential successors) in consultation with senior leaders of the organisation to build the organisation bench strength and maximise the benefits of key employees and high performers</li> <li>• Take the lead in identifying organisational training needs (based on business objectives, talent management strategies, succession planning and employee development plans) and providing relevant and timely interventions to bring about a positive change of knowledge, skills and behaviours, and most importantly, a learning culture</li> <li>• Ensure clear performance management process and policies are in place so employees are aware of performance and behavioural expectations that link to the strategic and tactical objectives of the organisation</li> <li>• Ensure disciplinary procedures and policies are in place for managing poor performance or behaviours</li> </ul>
<b>Occupational / Job Role</b>	Manager
<b>Typical Job Title</b>	Employers use job titles to categorise positions in different ways. The practitioners in this management position often have job titles such as Manager (Talent Management), Manager (Learning and Development), or Human Resource Manager (Talent Management and People Development).
<b>Major Purposes and Duties of the Job</b>	<p>Work with internal and external stakeholders to ensure that the talent management and development initiatives meet the needs of each function and is aligned with the business goals.</p> <p>The practitioners in this position derive talent management and development strategy, policy and process. In addition to building succession plans with a strategic mindset, they also develop employee development plans and monitor talent management and employee development programmes.</p> <p>Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section “B. Qualification Specifications and Mapping of Units of Competency (UoCs)” for details.</p>
<b>General Requirements</b>	<ul style="list-style-type: none"> <li>• Understanding of different learning and development methods and techniques</li> <li>• Leadership abilities, effective coaching and influencing skills</li> <li>• Good at using data to make informed decisions</li> <li>• Excellent written and oral communication skills</li> <li>• University degree in Human Resource Development, Business Management, or related disciplines</li> <li>• Relevant work experience; or demonstration of managerial competencies; or related organisational experience</li> </ul>

The following job competency requirements are listed based on the sequence of UoC Categories published on the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition):

Job Competency Requirements					
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Organisational / Corporate Strategic Planning and Management	1. Implement the organisation's strategic plan in the human resource (HR) context	106907L5	5	5
	Human Resource (HR) Strategy	2. Adopt appropriate strategies to obtain acceptance and support from major stakeholders in the human resource (HR) strategy development process	106911L5	5	5
	Organisation's Vision, Mission, Values (VMV) and Culture	3. Promote the organisation's vision, mission, core values (VMV) and behavioural expectations	106916L5	5	5
	Organisation Development (OD)	4. Identify and translate competitive advantages of the organisation to core competencies	106921L5	5	5
		5. Identify competency gaps and recommend solutions to improve organisational performance	106922L5	5	5
	Change Management	6. Identify major stakeholders and assess their change readiness	106924L5	5	5
		7. Facilitate change and deal with resistance to change	106927L5	5	6
	Design and Administration of Compensation Scheme	8. Articulate the adopted compensation scheme with stakeholders and manage their expectations	106976L5	5	5
	Advancing Human Resource Management System (HRMS)	9. Identify improvement opportunities brought by new information technology and human resource (HR) solutions	107049L5	5	5
	Human Resource (HR) Analytics	10. Deploy predictive analytics to reduce attrition and optimise employee performance	107051L5	5	5
	Regulatory Compliance	11. Examine fulfilment of all relevant compliance requirements on human resource (HR) policies, procedures and practices	107055L4	4	4
	Managing Employee Relations	12. Promote amicable working relationship in the workforce and resolve workplace conflicts effectively	107064L5	5	5
Functional	Talent Management and Development Strategy and Process	1. Conduct talent reviews to establish human capital inventory	106994L5	5	5
		2. Analyse business impact or return on investment (ROI) of the talent management and development strategy	106996L5	5	5
	Succession Planning	3. Select potential successors and assist them in developing individual development plan (IDP) consistent with succession roles	106998L5	5	5
		4. Identify development programmes to support potential successors for continuous learning	106999L5	5	5
	Leadership and Management Development	5. Develop and conduct leadership training and other relevant activities to support target individuals' continuous learning	107005L5	5	6
	Employee Learning and Development (LD)	6. Conduct training needs analysis	107008L5	5	5
		7. Develop learning and development (L&D) programmes	107009L5	5	5
		8. Review employee development plan	107011L5	5	5
	Performance Management	9. Develop performance assessment tools	107016L5	5	5
		10. Conduct calibration of the performance scores distribution, and facilitate development discussion and decision	107018L5	5	5
		11. Identify performance gaps and development needs for individual career progression and organisation's human capital inventory	107019L5	5	5
	Managing Employee Relations	12. Provide training and support to managers in handling employee personal and performance issues	107063L5	5	6
	Diversity and Inclusion	13. Coach managers in delivery of equal opportunities and diversity practices	107100L5	5	6

## Additional Competency Requirements

In addition to the UoCs, a number of soft skills generic to different professions and disciplines would contribute to the success of this occupational / job role. The list below illustrates the potential career success factors for this occupational / job role:

Competency Title *	Proficiency Level	Definition of the Proficiency Level
1. Active learning and learning strategies (i.e. Understanding the implications of new information for both current and future problem solving and decision making; selecting and using training / instructional methods and procedures appropriate for the situation when learning or teaching new things)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
2. Analytical thinking and innovation (i.e. Analysing information and using logic to address work related issues and problems; creativity and alternative thinking to develop new ideas for and answers to work related problems)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
3. Business acumen (i.e. Carrying out organisational strategy with a clear understanding of the industry trends, economic sectors and market dynamics; demonstrating business foresight along with the ability to integrate diverse perspectives; exercising judgment around opportunities that represent the most potential for innovation and return on investment for relevant stakeholders of the organisation)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
4. Complex problem solving (i.e. Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
5. Emotional intelligence and interpersonal communication (i.e. Being sensitive to others' needs and feelings and being understanding and helpful on the job; being pleasant with others on the job and displaying a good natured and cooperative attitude; preferring to work with others rather than alone and being personally connected with others on the job; being aware of others' reactions and understanding why they react as they do)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance

\* The competency titles and descriptors are suggested in reference to O\*NET OnLine and input from interviewees and focus group participants.

## B. Qualification Specifications and Mapping of Units of Competency (UoCs)

The information in the section is for reference only; there is no intention to represent an industry standard. Training providers or training function of individual organisations may make necessary adjustments based on the actual needs of learners.

By making reference to the list of UoCs below, **training providers or training function of individual organisations have a flexibility to design a job-specific training programme for their target learners according to their genuine needs.** For any job-specific programme to be qualified as SCS-based, it is recommended to include at least 60% of the UoCs mapped here included in the programme.

<b>Qualification Title</b>	Bachelor Degree / Professional Diploma / Advanced Diploma / Professional Certificate / Advanced Certificate in Talent Management / Talent Management and Development / Learning and Development
<b>Qualification Level</b>	QF Level 5
<b>QF Credit (Ref Only)</b>	128 (based on mapping of UoCs)
<b>Qualification Entry Requirement</b>	Academic / Professional Pathway: Have satisfied the minimum university entrance requirement or equivalent. OR QF Pathway: Completion of Level 4 QF-recognised qualifications in related disciplines.
<b>Qualification Training Objective</b>	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 4 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Human Resource (HR) Strategy; Organisation Development (OD); Change Management; Talent Management and Development Strategy and Process; Succession Planning; Leadership and Management Development; Performance Management; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Execute and monitor the organisation's strategic plan in the human resource context	<ul style="list-style-type: none"> <li>Establishment of HR plans, HR initiatives and communication strategy to support the execution of the organisation's strategic plan.</li> <li>Establishment of monitoring systems and mechanism to update progress of plan execution.</li> </ul>	Organisational / Corporate Strategic Planning and Management	Implement the organisation's strategic plan in the human resource (HR) context *	106907L5
2. Engage major stakeholders for maximising the chances for success of change and minimising the risks that a single group of major stakeholders will dominate the human resource strategy development process	<ul style="list-style-type: none"> <li>Engagement with major stakeholders for multiple sources of input and ownership through HR strategy development process.</li> <li>Establishment and presentation of business cases to demonstrate the way that HR strategies support the organisation's vision, mission, values and strategies.</li> </ul>	Human Resource (HR) Strategy	Adopt appropriate strategies to obtain acceptance and support from major stakeholders in the human resource (HR) strategy development process *	106911L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
3. Employ appropriate interventions to articulate the organisation's vision, mission, core values and behavioural expectations	<ul style="list-style-type: none"> <li>Establishment of plans, programmes, recognition and reward system to promote and reinforce the organisation's VMV and behavioural expectations in business strategies, policies and daily business management.</li> <li>Engagement with major stakeholders for multiple sources of input and ownership throughout the communication and reinforcement process.</li> </ul>	Organisation's Vision, Mission, Values (VMV) and Culture	Promote the organisation's vision, mission, core values (VMV) and behavioural expectations *	106916L5
4. Develop core competencies of key job families for the organisation	<ul style="list-style-type: none"> <li>Establishment of a competency framework consisting of core competencies critical to key job families.</li> <li>Establishment of learning solutions to maintain the development of core competencies or competitive advantages.</li> </ul>	Organisation Development (OD)	Identify and translate competitive advantages of the organisation to core competencies *	106921L5
5. Use quantitative and qualitative assessment tools to identify competency gaps; and improve organisational performance by training and non-training related solutions	<ul style="list-style-type: none"> <li>Establishment of key HR metrics to measure organisational performance.</li> <li>Execution of competency gap analysis and critical incident analysis.</li> <li>Formulation and execution of improvement plans to drive organisational performance.</li> </ul>		Identify competency gaps and recommend solutions to improve organisational performance *	106922L5
6. Implement change readiness assessment for getting the organisation prepared to participate in the change journey	<ul style="list-style-type: none"> <li>Identification of major stakeholders in an efficient and effective manner in accordance with the concerned changes.</li> <li>Execution of change readiness assessments by using appropriate quantitative and qualitative tools and channels.</li> <li>Engagement with major stakeholders for multiple sources of input and ownership throughout the identification and assessment process.</li> </ul>	Change Management	Identify major stakeholders and assess their change readiness *	106924L5
7. Manage different types of resistance in the change journey	<ul style="list-style-type: none"> <li>Facilitation of execution of planned changes in an efficient and effective manner, and with strong stakeholder support and engagement.</li> <li>Establishment of measures to manage resistance to change and progress reporting mechanism to track the change process.</li> <li>Execution of training needs analysis and formulation of training plan and / or competency framework as an integral part of the change process.</li> </ul>		Facilitate change and deal with resistance to change *	106927L5
8. Communicate with employees / stakeholders for obtaining their support and addressing their concerns related to the organisation's compensation scheme	<ul style="list-style-type: none"> <li>Identification of communication channels that are effectively used within the organisation to introduce the compensation scheme to employees / stakeholders.</li> <li>Establishment of mechanism to collect employees' feedback and answer their queries.</li> <li>Execution of two-way communication with employees / stakeholders for presenting linkage between the compensation scheme and the organisation's reward strategy.</li> </ul>	Design and Administration of Compensation Scheme	Articulate the adopted compensation scheme with stakeholders and manage their expectations *	106976L5



Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
9. Identify the critical skill gaps with various departments or business units to determine the overall employee development needs	<ul style="list-style-type: none"> <li>Establishment of assessment criteria for and categories of high potential employees in the organisation.</li> <li>Execution of talent reviews to identify strengths, needs and development opportunities of talent pools.</li> <li>Establishment of human capital inventory (e.g. knowledge, professional qualifications, skills, work-related experiences, competencies of the workforce acquired) that is effectively aligned with the organisation's vision and strategic plan.</li> </ul>	Talent Management and Development Strategy and Process	Conduct talent reviews to establish human capital inventory	106994L5
10. Ensure best use of budget for talent management and employee development	<ul style="list-style-type: none"> <li>Establishment of performance indicators or metrics and appropriate measurement mechanisms.</li> <li>Assessment of business impact and ROI that aligns talent investment with business objectives and the talent management and development strategy.</li> </ul>		Analyse business impact or return on investment (ROI) of the talent management and development strategy	106996L5
11. Discuss career pathing options with high potential employees and their immediate managers; build and update the organisation's long-term succession plan and individual development plans (IDPs) of high potential employees	<ul style="list-style-type: none"> <li>Implementation of assessment for selecting potential successors in accordance with predefined criteria (e.g. sustainable performance and achievements, leadership competencies, commitment to organisation, career aspiration).</li> <li>Provision of assistance in developing IDPs consistent with succession roles for potential successors.</li> </ul>	Succession Planning	Select potential successors and assist them in developing individual development plan (IDP) consistent with succession roles	106998L5
12. Identify a variety of talent management and development solutions that are forward-thinking, through building and maintaining partnering relationships with local and / or international training organisations, training consultants, tertiary institutions, professional bodies, etc.	<ul style="list-style-type: none"> <li>Establishment of clear objectives and performance indicators for each development programme for potential successors.</li> <li>Provision of development programmes by involving internal and external resources to support potential successors for continuous learning.</li> <li>Engagement with the potential successors for their continuous learning.</li> </ul>		Identify development programmes to support potential successors for continuous learning	106999L5
13. Partner with internal stakeholders and external service providers to develop and conduct a variety of leadership and management development solutions (e.g. online courses, real-time audio-video and textual communication, interactive whiteboard, polls, quizzes)	<ul style="list-style-type: none"> <li>Provision of relevant internal and / or external learning opportunities (e.g. in-house training course, action learning, job rotation, overseas assignment, e-learning, conference) to support target individuals' continuous learning.</li> <li>Implementation of knowledge dissemination through effective presentation and facilitation skills when organising and / or delivering training and other relevant activities.</li> <li>Engagement with target individuals to follow up their learning experiences and achievements.</li> </ul>	Leadership and Management Development	Develop and conduct leadership training and other relevant activities to support target individuals' continuous learning	107005L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
14. Manage employee learning and development plan to support organisational and departmental goals and priorities	<ul style="list-style-type: none"> <li>Execution of training needs analysis to identify development needs and competency gaps at various levels of the organisation.</li> <li>Establishment of action plans with training priorities based on findings of training needs analysis.</li> </ul>	Employee Learning and Development (L&D)	Conduct training needs analysis	107008L5
15. Manage quality of training delivered, monitor progress of training follow-up activities, and evaluate the impact of learning and development interventions to maximise transfer of learning in the workplace	<ul style="list-style-type: none"> <li>Establishment of L&amp;D programmes with details (e.g. learning objectives, training methodology, assessment mechanism) to meet identified training needs, transfer of knowledge and competency gaps.</li> <li>Execution of different L&amp;D technologies and solutions to improve the design and effectiveness of L&amp;D programmes.</li> <li>Engagement with all employees for knowledge management, retention and transfer.</li> </ul>		Develop learning and development (L&D) programmes	107009L5
16. Alter employee learning and development plan to fill the critical skill gaps and improve development effectiveness	<ul style="list-style-type: none"> <li>Engagement with trainees and managers for reviewing their development effectiveness.</li> <li>Execution of tracking and adjustments of employee development plan on a regular basis.</li> </ul>		Review employee development plan	107011L5
17. Assess performance of different groups of talents (e.g. regional talents, local talents, young talents) in accordance with the organisation's competency framework	<ul style="list-style-type: none"> <li>Establishment of performance assessment tools internally and / or in collaboration with external vendors in accordance with predefined criteria and metrics.</li> <li>Engagement with managers and employees for their effective use of the performance assessment tools.</li> </ul>	Performance Management	Develop performance assessment tools	107016L5
18. Monitor the performance results of different groups of talents	<ul style="list-style-type: none"> <li>Execution of performance calibration and promotion discussions with relevant stakeholders (e.g. appraisers, senior management).</li> </ul>		Conduct calibration of the performance scores distribution, and facilitate development discussion and decision	107018L5
19. Identify and deliver relevant learning and development solutions to fill the performance gaps	<ul style="list-style-type: none"> <li>Execution of performance gaps analysis to identify development needs for individual career progression and organisation's human capital inventory.</li> <li>Provision of assistance in translating identified performance gaps to IDPs and handling cases of unsatisfactory performance or significant competency gaps.</li> <li>Establishment of clear guidelines for preparing and conducting performance feedback session which is aligned with all legal and compliance requirements.</li> <li>Provision of ongoing update of the organisation's human capital inventory.</li> </ul>		Identify performance gaps and development needs for individual career progression and organisation's human capital inventory	107019L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
20. Make proper use of technology with reasonable costs for advancing human resource management in organisation	<ul style="list-style-type: none"> <li>• Identification of improvement opportunities brought by new information technology and HR solutions to meet current and future business needs.</li> <li>• Establishment of system improvement plan with budget and schedule.</li> </ul>	Advancing Human Resource Management System (HRMS)	Identify improvement opportunities brought by new information technology and human resource (HR) solutions *	107049L5
21. Implement appropriate types of data analytics (e.g. descriptive, diagnostic, predictive or prescriptive analytics) to improve talent acquisition, employee engagement, retention, training and development, compensation, succession planning, performance management and others	<ul style="list-style-type: none"> <li>• Execution of predictive analytics for HR related decisions to reduce attrition and optimise employee performance.</li> <li>• Establishment of an effective approach and system to measure and report HR impact on business performance.</li> <li>• Provision of report on business performance with commentary statistics, analysis, highlights and key findings from HR perspective.</li> </ul>	Human Resource (HR) Analytics	Deploy predictive analytics to reduce attrition and optimise employee performance *	107051L5
22. Indicate potential gaps or deficiencies in HR compliance and establish best practices to improve the organisation's regulatory compliance	<ul style="list-style-type: none"> <li>• Identification of potential HR non-compliance issues.</li> <li>• Establishment of HR best practices for regulatory compliance.</li> <li>• Provision of assistance in execution of regular HR audit to review current HR policies, procedures and practices (e.g. documentation, systems), to identify needs for improvement of the HR function, and to assess compliance with prevailing statutory requirements.</li> </ul>	Regulatory Compliance	Examine fulfilment of all relevant compliance requirements on human resource (HR) policies, procedures and practices *	107055L4
23. Enable line management to help employees be successful and to handle performance issues with grace and respect	<ul style="list-style-type: none"> <li>• Provision of guidelines and training to managers to handle employee personal and performance issues in accordance with the relevant HR policies, procedures and practices.</li> <li>• Execution of follow-up actions with managers for handling the employee personal and performance issues in a fair, consistent and timely manner.</li> </ul>	Managing Employee Relations	Provide training and support to managers in handling employee personal and performance issues	107063L5
24. Enable line management to manage employee relations and workplace conflicts in an effective manner	<ul style="list-style-type: none"> <li>• Establishment and implementation of programmes and activities (e.g. employee assistance programme, employee wellness) to promote and maintain amicable working relationship.</li> <li>• Provision of advice and assistance to managers in resolving workplace conflicts in a timely manner.</li> </ul>	Managing Employee Relations	Promote amicable working relationship in the workforce and resolve workplace conflicts effectively *	107064L5
25. Provide coaching or relevant support to managers to foster a culture of diversity and inclusion in the organisation	<ul style="list-style-type: none"> <li>• Provision of coaching and / or recommendations to managers in managing equal opportunities and diversity in the organisation.</li> <li>• Provision of support or advice to keep managers updated of the latest development of diversity and inclusion.</li> </ul>	Diversity and Inclusion	Coach managers in delivery of equal opportunities and diversity practices	107100L5

\* These 12 UoCs are common to all areas of specialties of HRM Sector in this occupational / job role. In other words, they are core competencies (role specific).

**Learning Outcome Statement**

## Education Pathway:

- Candidates who complete this qualification are able to proceed to qualification training at QF Level 6 in HRM Sector.
- Candidates who had acquired other competency-based training at QF Level 5 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification.

## Employment Pathway:

- The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role.
- Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.

### C. Critical Developmental and Learning Experience Associated for Career Progression

<b>Critical or Desirable On-The-Job Learning</b>	<ul style="list-style-type: none"> <li>• Experience in developing, delivering and managing employee learning and development programmes</li> <li>• Familiarity with using mobile applications and platforms in employee learning and development process</li> <li>• Familiarity with learning management systems and performance management systems</li> <li>• Ability to facilitate effective teamwork; coach and manage individuals and teams</li> <li>• Additional certification (e.g. CIPD, SPHR) is an advantage</li> </ul>
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#### Relevant Learning Programmes in the Market

There are many forms of learning programmes in the market that broaden or deepen specific knowledge and skills of the practitioners in this management position (e.g. talks, workshops, online courses, study tours, communities of practice, competitions). Below are some examples of the award-bearing programmes enlisted on Qualifications Register (QR) for reference:

Title of Qualification	Title of Learning Programme	QF Level	Name of Operator / Agency
1. BA (Hons) Business and Human Resource Management	BA (Hons) Business and Human Resource Management	5	School for Higher and Professional Education, Vocational Training Council
2. Bachelor of Arts (Honours) in Global Liberal Arts	Bachelor of Arts (Honours) in Global Liberal Arts	5	Lingnan University
3. Bachelor of Arts in Business (Human Resource Management)	Bachelor of Arts (Honours) in Business (Human Resource Management)	5	School of Professional Education and Executive Development, The Hong Kong Polytechnic University
4. Bachelor of Business Administration (Honours)	Bachelor of Business Administration (Honours) - Human Resources Management Concentration	5	Hong Kong Baptist University
5. Bachelor of Business Administration (Honours) in Human Resource Management	Bachelor of Business Administration (Honours) in Human Resource Management	5	The Hang Seng University of Hong Kong
6. Bachelor of Business Administration (Honours) in Management	Bachelor of Business Administration (Honours) in Management	5	The Hong Kong Polytechnic University
7. Bachelor of Business Administration in Human Resource Management	Bachelor of Business Administration in Human Resource Management (Full-time)	5	The Open University of Hong Kong
8. Bachelor of Commerce (Honours) in Human Resources Management	Bachelor of Commerce (Honours) in Human Resources Management	5	Hong Kong Baptist University
9. Bachelor of Science (Honours) in Enterprise Information Systems	Bachelor of Science (Honours) in Enterprise Information Systems	5	The Hong Kong Polytechnic University
10. Professional Diploma in Human Resource Management and Development	Professional Diploma in Human Resource Management and Development	5	HKU School of Professional and Continuing Education

For a complete list of award-bearing programmes enlisted on Qualifications Register, please visit <https://www.hkqr.gov.hk>.

End

### 4.2.3 Vocational Qualification Specifications for Officer (Talent Management)

#### A. Job Description and Competency Requirements

<b>Area of Specialty</b>	<p>Talent Management</p> <p>With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include:</p> <ul style="list-style-type: none"> <li>• Anticipate and meet the changing demands and requirements for leadership and skills within the organisation</li> <li>• Develop talent plan (including key roles and potential successors) in consultation with senior leaders of the organisation to build the organisation bench strength and maximise the benefits of key employees and high performers</li> <li>• Take the lead in identifying organisational training needs (based on business objectives, talent management strategies, succession planning and employee development plans) and providing relevant and timely interventions to bring about a positive change of knowledge, skills and behaviours, and most importantly, a learning culture</li> <li>• Ensure clear performance management process and policies are in place so employees are aware of performance and behavioural expectations that link to the strategic and tactical objectives of the organisation</li> <li>• Ensure disciplinary procedures and policies are in place for managing poor performance or behaviours</li> </ul>
<b>Occupational / Job Role</b>	Officer
<b>Typical Job Title</b>	Employers use job titles to categorise positions in different ways. The practitioners in this position often have job titles such as Officer (Talent Management), Officer (Training), or Assistant Manager (Learning and Development).
<b>Major Purposes and Duties of the Job</b>	<p>Assist in talent management process and coordinate training and development programmes under the management's direction.</p> <p>The practitioners in this position provide support to develop and conduct training needs analysis. Based on the adopted employee development plans, they deliver and / or organise training programmes, provide assistance to different groups of talents in constructing their individual development plans, and provide support to the performance review process.</p> <p>Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section "B. Qualification Specifications and Mapping of Units of Competency (UoCs)" for details.</p>
<b>General Requirements</b>	<ul style="list-style-type: none"> <li>• Understanding of general learning and development methods and techniques</li> <li>• Good command of both spoken and written English and Chinese</li> <li>• Knowledge and hands-on experience in computers, information systems and social media</li> <li>• Good interpersonal and team working skills</li> <li>• Detail-minded, well organised and able to work independently</li> <li>• University degree in Human Resource Development, Training and Development, Business Administration, or related disciplines</li> <li>• Relevant human resource experience is an advantage</li> <li>• Additional professional qualification (e.g. CIPD, SPHR, Executive Coaching) is an advantage</li> </ul>

The following job competency requirements are listed based on the sequence of UoC Categories published on the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition):

Job Competency Requirements					
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Organisation's Vision, Mission, Values (VMV) and Culture	1. Organise and execute ongoing programmes that demonstrate the linkage between organisational culture and core values	106917L4	4	5
	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	2. Monitor data security throughout the organisation and maintain the system	107035L4	4	4
		3. Provide effective support on system maintenance in the human resource context	107038L4	4	4
	Regulatory Compliance	4. Examine employee understanding and obtain commitment to human resource (HR) compliance	107057L4	4	4
		5. Monitor non-compliance cases and provide support to relevant proceedings	107059L4	4	4
	Risk Management	6. Collect information of employment market trend and issues that affect employment	107075L4	4	4
		7. Execute necessary actions to mitigate or reduce people risks	107077L4	4	4
		8. Complete and communicate business continuity plan (BCP) to maintain smooth human resource (HR) related operation	107078L4	4	4
	Diversity and Inclusion	9. Communicate the policies and practices to maintain equal opportunities and diversity	107099L4	4	4
Functional	Leadership and Management Development	1. Provide assistance to target individuals in constructing their individual development plans (IDPs)	107004L4	4	4
	Employee Learning and Development (L&D)	2. Organise and deliver learning and development (L&D) programmes	107010L4	4	5
	Performance Management	3. Monitor the communication process of performance feedback to employees	107017L4	4	4
	Human Resource (HR) Policies and Procedures	4. Communicate human resource (HR) policies and procedures	107022L4	4	4
	Maintenance, Enhancement, Compliance and Reliability	5. Execute regular data quality assurance for data accuracy	107040L4	4	4
	Human Resource (HR) Analytics	6. Provide accurate and ongoing update of human resource (HR) metrics to management	107052L4	4	4
	Managing Employee Relations	7. Maintain effective employee communication within the organisation	107062L4	4	4
	Employee Communication Strategy	8. Search for smart and creative tools for employee communication	107091L4	4	4
	Employee Wellness and Work-Life Balance	9. Organise health education activities related to employee wellness	107104L4	4	4

### Additional Competency Requirements

In addition to the UoCs, a number of soft skills generic to different professions and disciplines would contribute to the success of this occupational / job role. The list below illustrates the potential career success factors for this occupational / job role:

Competency Title *	Proficiency Level	Definition of the Proficiency Level
1. Critical thinking and analysis (i.e. Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems; monitoring or assessing performance of self, other individuals, or organisations to make improvements or take corrective actions)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
2. Emotional intelligence and interpersonal communication (i.e. Being sensitive to others' needs and feelings and being understanding and helpful on the job; being pleasant with others on the job and displaying a good natured and cooperative attitude; preferring to work with others rather than alone and being personally connected with others on the job; being aware of others' reactions and understanding why they react as they do)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
3. Active learning and learning strategies (i.e. Understanding the implications of new information for both current and future problem solving and decision making; selecting and using training / instructional methods and procedures appropriate for the situation when learning or teaching new things)	Intermediate	Apply the competency in difficult situations; require occasional guidance
4. Partnership and collaboration (i.e. Developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals)	Intermediate	Apply the competency in difficult situations; require occasional guidance
5. Reasoning, problem solving, and ideation (i.e. Abilities that influence the application and manipulation of information in problem solving; and the solution of problems involving mathematical relationships)	Intermediate	Apply the competency in difficult situations; require occasional guidance

\* The competency titles and descriptors are suggested in reference to O\*NET OnLine and input from interviewees and focus group participants.



## B. Qualification Specifications and Mapping of Units of Competency (UoCs)

The information in the section is for reference only; there is no intention to represent an industry standard. Training providers or training function of individual organisations may make necessary adjustments based on the actual needs of learners.

By making reference to the list of UoCs below, **training providers or training function of individual organisations have a flexibility to design a job-specific training programme for their target learners according to their genuine needs.** For any job-specific programme to be qualified as SCS-based, it is recommended to include at least 60% of the UoCs mapped here included in the programme.

<b>Qualification Title</b>	Associate / Higher Diploma / Higher Certificate in Talent Management / Talent Management and Development / Learning and Development
<b>Qualification Level</b>	QF Level 4
<b>QF Credit (Ref Only)</b>	74 (based on mapping of UoCs)
<b>Qualification Entry Requirement</b>	Academic / Professional Pathway: Five HKDSE subjects at Level 2 or above, including English Language and Chinese Language, or equivalent. OR QF Pathway: Completion of Level 3 QF-recognised qualifications in related disciplines.
<b>Qualification Training Objective</b>	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 3 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Leadership and Management Development; Employee Learning and Development (L&D); Performance Management; Human Resource (HR) Analytics; Risk Management; and so on.

<b>Learning Outcome</b>	<b>Assessment Criteria</b>	<b>UoC Category</b>	<b>UoC Title</b>	<b>UoC Code</b>
1. Demonstrate the linkage between organisational culture and core values via ongoing programmes	<ul style="list-style-type: none"> <li>Implementation of a variety of ongoing programmes and projects to sustain and enhance organisational culture and core values.</li> <li>Engagement with major stakeholders for multiple sources of input and ownership throughout the implementation process.</li> </ul>	Organisation's Vision, Mission, Values (VMV) and Culture	Organise and execute ongoing programmes that demonstrate the linkage between organisational culture and core values *	106917L4
2. Assist to develop learning and development solutions based on the results of training needs analysis to meet departmental capability development needs	<ul style="list-style-type: none"> <li>Engagement with major stakeholders (e.g. senior management or managers and target individuals) throughout the construction process of IDPs.</li> <li>Establishment of quality IDPs of target individuals in accordance with the readiness of the organisation and different development options.</li> </ul>	Leadership and Management Development	Provide assistance to target individuals in constructing their individual development plans (IDPs)	107004L4
3. Design, deliver and / or organise training programmes by organisation development needs or employee development needs	<ul style="list-style-type: none"> <li>Execution of administrative and logistics arrangements (e.g. enrolment, selection of venue, venue set-up, equipment, financial arrangements and documentation) for smooth running of the organisation's L&amp;D programmes.</li> <li>Provision of L&amp;D programmes according to approved action plan.</li> </ul>	Employee Learning and Development (L&D)	Organise and deliver learning and development (L&D) programmes	107010L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	<ul style="list-style-type: none"> <li>Engagement with major stakeholders to monitor the progress and evaluate the learning outcomes.</li> </ul>			
4. Provide support to the performance review process of different groups of talents (e.g. regional talents, local talents, young talents)	<ul style="list-style-type: none"> <li>Organisation of performance feedback session which is aligned with all legal and compliance requirements.</li> <li>Provision of training on conducting effective individual performance feedback session.</li> <li>Engagement with relevant stakeholders for HR advice to settle appeal cases as appropriate.</li> </ul>	Performance Management	Monitor the communication process of performance feedback to employees	107017L4
5. Communicate with all employees for the implementation of HR policies and procedures in a consistent manner	<ul style="list-style-type: none"> <li>Establishment of effective organisational channels to communicate HR policies and procedures.</li> <li>Engagement with all employees for the implementation of HR policies and procedures through appropriate training programmes (e.g. induction programme) and / or a variety of communication channels.</li> </ul>	Human Resource (HR) Policies and Procedures	Communicate human resource (HR) policies and procedures	107022L4
6. Execute routine monitoring processes and data security measures with relevant stakeholders to maintain the organisation's Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	<ul style="list-style-type: none"> <li>Establishment and maintenance of data security processes and measures (e.g. a well-defined security authority matrix) based on data protection requirements defined by the organisation.</li> <li>Implementation of existing security measures for identifying potential vulnerabilities and suggesting enhancement as appropriate (e.g. frequent password changes, educating employees on security protocols).</li> </ul>	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	Monitor data security throughout the organisation and maintain the system *	107035L4
7. Provide effective support on system maintenance by detecting potential problems, minimising unplanned interruptions, achieving smooth system running, and contributing to enhancement of the organisation's Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	<ul style="list-style-type: none"> <li>Monitoring of ongoing maintenance, continuous development and enhancement of the system.</li> <li>Implementation of random checks for proper system maintenance.</li> </ul>		Provide effective support on system maintenance in the human resource context *	107038L4
8. Manage the organisation's Learning Management System in programme enrollment, evaluation, e-learning content upload and reporting	<ul style="list-style-type: none"> <li>Implementation of standard operating procedures and schedule for data review and audit.</li> <li>Implementation of data review and audit in accordance with standard operating procedures and schedule.</li> </ul>	Maintenance, Enhancement, Compliance and Reliability	Execute regular data quality assurance for data accuracy	107040L4
9. Prepare and update training materials and reports or data as required for management review	<ul style="list-style-type: none"> <li>Execution of data management for data accuracy and making good use of required HR metrics.</li> </ul>	Human Resource (HR) Analytics	Provide accurate and ongoing update of human resource (HR) metrics to management	107052L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	<ul style="list-style-type: none"> <li>Provision of accurate and ongoing update of HR metrics report to management.</li> </ul>			
10. Communicate with employees to maintain the organisation's business operations in compliance with all relevant employment related legislations and regulatory requirements	<ul style="list-style-type: none"> <li>Maintenance of channels in order to communicate HR policies, procedures and practices concerning employment related regulatory requirements consistently with all employees (e.g. intranet, training).</li> <li>Execution of two-way communication with all employees to provide regular update on HR policies, procedures and practices concerning employment related regulatory requirements, and solicit their commitment to regulatory compliance.</li> </ul>	Regulatory Compliance	Examine employee understanding and obtain commitment to human resource (HR) compliance *	107057L4
11. Monitor the risks caused by non-compliance and the subsequent consequences in accordance with the predefined compliance monitoring measures and plans	<ul style="list-style-type: none"> <li>Execution of predefined compliance monitoring measures and plans.</li> <li>Provision of support to any proceedings initiated by employees, government departments and / or statutory bodies.</li> </ul>		Monitor non-compliance cases and provide support to relevant proceedings *	107059L4
12. Interpret data about the employment market trend and issues into meaningful information	<ul style="list-style-type: none"> <li>Identification of network with relevant information sources (e.g. external consultants specialised in manpower resourcing, HR professional bodies, government departments and regulatory bodies) in order to possess updated knowledge of changes in employment market, human capital risks and issues that affect employment.</li> <li>Identification of the impact of changes in employment market on the organisation.</li> </ul>	Risk Management	Collect information of employment market trend and issues that affect employment *	107075L4
13. Minimise risks associated with workforce for business continuity	<ul style="list-style-type: none"> <li>Implementation of business process review in collaboration with department representatives to identify and execute necessary actions to mitigate or reduce people risks.</li> <li>Identification of job requirements, competencies and performance standards for each key position with reference to the talent management and succession planning strategy.</li> <li>Implementation of regular review and update of the organisation's talent pool.</li> </ul>		Execute necessary actions to mitigate or reduce people risks *	107077L4
14. Help the organisation get prepared to moderate risks and maintain business in case of unexpected disruption or emergency	<ul style="list-style-type: none"> <li>Establishment of centralised information and resources for effective coordination (e.g. compilation of manpower list and resource list) in the event of business disruption or emergency.</li> <li>Execution of two-way communication with the BCP designated committee / members for the implementation of BCP for maintaining smooth HR related operation (e.g. training).</li> </ul>		Complete and communicate business continuity plan (BCP) to maintain smooth human resource (HR) related operation *	107078L4
15. Provide support to promote and implement change programmes; and handle employees' queries	<ul style="list-style-type: none"> <li>Use of communication channels and tools to enable two-way communication with different levels of employees (e.g. joint consultation panel, enquiry hotline, email, online chat room) for</li> </ul>	Managing Employee Relations	Maintain effective employee communication within the organisation	107062L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
related to learning and development in a timely manner	<p>different objectives of communication (e.g. raise awareness or obtain commitment).</p> <ul style="list-style-type: none"> <li>Execution of two-way communication for achieving effective communication within the organisation (e.g. regular meetings with union, exit interviews).</li> </ul>			
16. Make use of user-friendly communication tools to help different employee groups achieve timely communication and business results	<ul style="list-style-type: none"> <li>Implementation of assessment of each communication tool in accordance with the predefined criteria and mechanisms.</li> <li>Implementation of action plans and promulgation strategies to promote new communication tools to different levels of employees.</li> </ul>	Employee Communication Strategy	Search for smart and creative tools for employee communication	107091L4
17. Help the organisation develop a work environment where employees have equal opportunities and are treated with respect and dignity	<ul style="list-style-type: none"> <li>Adoption of communication channels (e.g. educational activities, exhibits, displays) as well as production of education tool kits related to equal opportunities and diversity for employee education.</li> <li>Provision of a variety of internal and / or external training to help all employees get familiar with the policies and practices upholding equal opportunities and diversity in the organisation.</li> </ul>	Diversity and Inclusion	Communicate the policies and practices to maintain equal opportunities and diversity *	107099L4
18. Provide effective support to promote and implement employee wellness and related health education for building an engaged and energised workforce	<ul style="list-style-type: none"> <li>Execution of cost analysis for different options of employee wellness initiatives and related health education.</li> <li>Implementation of endorsed health education plans and activities to achieve employee wellness and work-life balance.</li> </ul>	Employee Wellness and Work-Life Balance	Organise health education activities related to employee wellness	107104L4

\* These nine UoCs are common to all areas of specialties of HRM Sector in this occupational / job role. In other words, they are core competencies (role specific).

<b>Learning Outcome Statement</b>	<p>Education Pathway:</p> <ul style="list-style-type: none"> <li>Candidates who complete this qualification are able to proceed to qualification training at QF Level 5 in HRM Sector.</li> <li>Candidates who had acquired other competency-based training at QF Level 4 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification.</li> </ul> <p>Employment Pathway:</p> <ul style="list-style-type: none"> <li>The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role.</li> <li>Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.</li> </ul>
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### C. Critical Developmental and Learning Experience Associated for Career Progression

<b>Critical or Desirable On-The-Job Learning</b>	<ul style="list-style-type: none"> <li>• Experience in organising employee learning and development programmes</li> <li>• Experience in projects related to business process optimisation is an advantage</li> <li>• Familiarity with learning management systems and / or talent management systems</li> <li>• Has solid grasp of the Talent Management and Development cycle and related processes</li> <li>• Ability to manage the needs of both internal and external stakeholders effectively</li> <li>• Ability to think ahead, anticipate potential issues, solve problems and escalate as necessary</li> <li>• Ability to manage own time effectively and prioritise competing demands as appropriate</li> <li>• Opportunity to learn about different aspects and functions of business</li> </ul>
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#### Relevant Learning Programmes in the Market

There are many forms of learning programmes in the market that broaden or deepen specific knowledge and skills of the practitioners in this position (e.g. talks, workshops, online courses, study tours, communities of practice, competitions). Below are some examples of the award-bearing programmes enlisted on Qualifications Register (QR) for reference:

Title of Qualification	Title of Learning Programme	QF Level	Name of Operator / Agency
1. Associate in Business (Human Resources Management)	Associate in Business (Human Resources Management)	4	Hong Kong Community College, The Hong Kong Polytechnic University
2. Associate of Applied Social Sciences in Human Resource Management and Development	Associate of Applied Social Sciences in Human Resource Management and Development	4	HKU School of Professional and Continuing Education
3. Associate of Business Administration in Human Resources Management	Associate of Business Administration in Human Resources Management	4	UOW College Hong Kong
4. Associate of Business Studies (Human Resource Management)	Associate of Business Studies (Human Resource Management) Programme	4	Lingnan Institute of Further Education
5. Advanced Diploma in Management Studies	Advanced Diploma in Management Studies	4	School of Continuing and Professional Education, City University of Hong Kong
6. Higher Diploma in Business Administration and Management	Higher Diploma in Business Administration and Management	4	Li Ka Shing Institute of Professional and Continuing Education, OUHK
7. Higher Diploma in Business and Human Resource Management	Higher Diploma Programme in Business and Human Resource Management	4	School of Continuing and Professional Studies, The Chinese University of Hong Kong
8. Higher Diploma in Human Resource Management	Higher Diploma in Human Resource Management	4	Hong Kong Institute of Vocational Education (IVE), Vocational Training Council
9. Professional Certificate in Training and Facilitation	Professional Certificate in Training and Facilitation	4	Hong Kong Baptist University, School of Continuing Education
10. Professional Certificate of Vocational and Professional Education and Training (QF Level 4)	Professional Certificate of Vocational and Professional Education and Training	4	Hong Kong Institute of Vocational Education (IVE), Vocational Training Council

For a complete list of award-bearing programmes enlisted on Qualifications Register, please visit <https://www.hkqr.gov.hk>.

End

## 4.2.4 Vocational Qualification Specifications for Associate (Talent Management)

### A. Job Description and Competency Requirements

<b>Area of Specialty</b>	<p>Talent Management</p> <p>With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include:</p> <ul style="list-style-type: none"> <li>• Anticipate and meet the changing demands and requirements for leadership and skills within the organisation</li> <li>• Develop talent plan (including key roles and potential successors) in consultation with senior leaders of the organisation to build the organisation bench strength and maximise the benefits of key employees and high performers</li> <li>• Take the lead in identifying organisational training needs (based on business objectives, talent management strategies, succession planning and employee development plans) and providing relevant and timely interventions to bring about a positive change of knowledge, skills and behaviours, and most importantly, a learning culture</li> <li>• Ensure clear performance management process and policies are in place so employees are aware of performance and behavioural expectations that link to the strategic and tactical objectives of the organisation</li> <li>• Ensure disciplinary procedures and policies are in place for managing poor performance or behaviours</li> </ul>
<b>Occupational / Job Role</b>	Associate
<b>Typical Job Title</b>	Employers use job titles to categorise positions in different ways. The practitioners in this position often have job titles such as Associate (Talent Management), Assistant (Training), or Coordinator (Learning and Development).
<b>Major Purposes and Duties of the Job</b>	<p>Provide support to administer, organise and deliver learning and development programmes for different levels of employees in order to keep the organisation's talent pool robust.</p> <p>The practitioners in this position document learning needs in the organisation, maintain the organisation's learning systems, provide administrative support to learning and development programmes, collect data from learning evaluation surveys to measure programme effectiveness. They also provide support to the process of identifying high potential employees in the organisation and document assessment records and succession plans for critical roles identified.</p> <p>Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section "B. Qualification Specifications and Mapping of Units of Competency (UoCs)" for details.</p>
<b>General Requirements</b>	<ul style="list-style-type: none"> <li>• Good command of both spoken and written English and Chinese</li> <li>• Good interpersonal and team working skills</li> <li>• Detail-minded, well organised and able to work independently</li> <li>• Knowledge and hands-on experience in computers, information systems and social media</li> <li>• Certificate, Diploma or Bachelor in Human Resource Development, Training and Development, Human Resource Management, or related disciplines</li> <li>• Relevant human resource experience is an advantage</li> </ul>

The following job competency requirements are listed based on the sequence of UoC Categories published on the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition):

Job Competency Requirements					
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Human Resource (HR) Operations and Quality Service Delivery	1. Update human resource (HR) data on a regular basis with predefined protocol	107028L3	3	3
		2. Record and file change history	107030L2	2	2
	Maintenance, Enhancement, Compliance and Reliability	3. Carry out data protection, control and compliance on the release of personal data	107043L3	3	3
		4. Handle human resource (HR) data and file HR records	107044L2	2	2
	Regulatory Compliance	5. Possess updated knowledge of employment related ordinances	107054L3	3	6
	Employee Communication Strategy	6. Search for smart and creative tools for employee communication	107091L4	4	4
		7. Carry out employee communication activities	107089L3	3	3
Functional	Employee Learning and Development (L&D)	1. Make necessary arrangements for learning and development (L&D) programmes	107012L3	3	3
		2. Maintain updated records of learning and development (L&D) programmes	107013L3	3	3
	Managing Employee Relations	3. Carry out the administrative and logistics arrangements for employee activities	107067L3	3	3
	Employee Wellness and Work-Life Balance	4. Carry out employee wellness and work-life balance initiatives	107105L3	3	3

Additional Competency Requirements		
In addition to the UoCs, a number of soft skills generic to different professions and disciplines would contribute to the success of this occupational / job role. The list below illustrates the potential career success factors for this occupational / job role:		
Competency Title *	Proficiency Level	Definition of the Proficiency Level
1. Attention to detail, dependability, and integrity (i.e. Being careful about detail and thorough in completing work tasks; being reliable, responsible, and dependable, and fulfilling obligations; being honest and ethical)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
2. Teamwork (i.e. Readily sharing information, knowledge and personal strengths; seeking to understand and building on differing perspectives of others to enhance team efficiency and quality outcomes)	Advanced	Apply the competency in considerably difficult situations; generally requires little or no guidance
3. Critical thinking and analysis (i.e. Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems; monitoring or assessing performance of self, other individuals, or organisations to make improvements or take corrective actions)	Intermediate	Apply the competency in difficult situations; require occasional guidance
4. Emotional intelligence and interpersonal communication (i.e. Being sensitive to others' needs and feelings and being understanding and helpful on the job; being pleasant with others on the job and displaying a good natured and cooperative attitude; preferring to work with others rather than alone and being personally connected with others on the job; being aware of others' reactions and understanding why they react as they do)	Intermediate	Apply the competency in difficult situations; require occasional guidance
5. Resilience, stress tolerance, and flexibility (i.e. Being open to change and to considerable variety in the workplace; maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behaviour, even in very difficult situations; accepting criticism and dealing calmly and effectively with high stress situations)	Intermediate	Apply the competency in difficult situations; require occasional guidance

\* The competency titles and descriptors are suggested in reference to O\*NET OnLine and input from interviewees and focus group participants.

## B. Qualification Specifications and Mapping of Units of Competency (UoCs)

The information in the section is for reference only; there is no intention to represent an industry standard. Training providers or training function of individual organisations may make necessary adjustments based on the actual needs of learners.

By making reference to the list of UoCs below, **training providers or training function of individual organisations have a flexibility to design a job-specific training programme for their target learners according to their genuine needs.** For any job-specific programme to be qualified as SCS-based, it is recommended to include at least 60% of the UoCs mapped here included in the programme.

<b>Qualification Title</b>	Diploma / Certificate in Talent Management / Talent Management and Development / Learning and Development
<b>Qualification Level</b>	QF Level 3
<b>QF Credit (Ref Only)</b>	35 (based on mapping of UoCs)
<b>Qualification Entry Requirement</b>	Academic / Professional Pathway: Completion of Secondary 6 (under the New Senior Secondary Academic Structure) or equivalent. OR QF Pathway: Completion of Level 2 QF-recognised qualifications in related disciplines.
<b>Qualification Training Objective</b>	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 2 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Managing Employee Relations; Employee Learning and Development (L&D); Human Resource (HR) Operations and Quality Service Delivery; Maintenance, Enhancement, Compliance and Reliability; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Schedule appropriate classroom and prepare the room setup (e.g. audio-visual equipment)	<ul style="list-style-type: none"> <li>Implementation of administrative and logistics arrangements (e.g. enrolment, venue set-up, equipment, payments) for smooth running of the organisation's L&amp;D programmes.</li> </ul>	Employee Learning and Development (L&D)	Make necessary arrangements for learning and development (L&D) programmes	107012L3
2. Prepare training expense reports and statements for Finance and Accounting Department	<ul style="list-style-type: none"> <li>Implementation of accuracy check during data entry for data quality and consistency.</li> <li>Implementation of standard operating procedures to handle training data and file training records.</li> </ul>		Maintain updated records of learning and development (L&D) programmes	107013L3
3. Maintain the organisation's Learning Management System in programme enrollment, evaluation, e-learning content upload and reporting	<ul style="list-style-type: none"> <li>Operation of a cost-effective and secure platform and work schedules for updating a variety of HR data in the systems.</li> <li>Maintenance of documentation system that is capable of archiving change history to capture, manage, store, preserve, deliver and dispose HR data and records.</li> </ul>	Human Resource (HR) Operations and Quality Service Delivery	Update human resource (HR) data on a regular basis with predefined protocol *	107028L3



Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	<ul style="list-style-type: none"> <li>Execution of information checking and update in accordance with predefined protocol and compliance requirements.</li> </ul>			
4. Assist to develop and update training materials, manuals and regulations	<ul style="list-style-type: none"> <li>Implementation of standard operating procedures for data / documentation entry, updates, retention or disposal.</li> <li>Implementation of quality checking mechanism and internal audit process for data quality and consistency.</li> </ul>		Record and file change history *	107030L2
5. Collate data, trends, patterns and gaps about current competencies of different groups of talents (e.g. regional talents, local talents, young talents)	<ul style="list-style-type: none"> <li>Implementation of the organisation's policies and guidelines on data protection.</li> <li>Provision of clear contact information for data access and personal information updates to all levels of employees.</li> </ul>	Maintenance, Enhancement, Compliance and Reliability	Carry out data protection, control and compliance on the release of personal data *	107043L3
6. Document learning needs to support the identification of learning and development programmes, assessment records and succession plans for critical roles identified	<ul style="list-style-type: none"> <li>Implementation of accuracy check during data entry for data quality and consistency.</li> <li>Implementation of standard operating procedures to handle HR data and file HR records.</li> </ul>		Handle human resource (HR) data and file HR records *	107044L2
7. Comply with legislative requirements covering a comprehensive range of employment protection and benefits for all employees	<ul style="list-style-type: none"> <li>Identification of channels in respective operating markets and jurisdictions with relevant information sources (e.g. business leaders, external consultants specialised in human resource (HR) compliance, HR professional bodies, government departments and regulatory bodies) in order to possess updated knowledge of employment related ordinances and statutory regulations.</li> <li>Provision of assistance in identifying the impact of changes in employment related ordinances and statutory regulations on the organisation.</li> </ul>	Regulatory Compliance	Possess updated knowledge of employment related ordinances *	107054L3
8. Provide logistics support for onsite and offsite training programmes and assist internal trainers and external training consultants to create positive learning environment in training process	<ul style="list-style-type: none"> <li>Identification of all requirements of administrative and logistics arrangements.</li> <li>Implementation of administrative and logistics arrangements (e.g. enrolment, venue set-up, equipment, payments) for smooth running of the employee activities.</li> </ul>	Managing Employee Relations	Carry out the administrative and logistics arrangements for employee activities	107067L3
9. Implement appropriate kinds of employee communication activities to make effective information flow and maintain high employee engagement level in the organisation	<ul style="list-style-type: none"> <li>Implementation of employee communication activities to help employees understand the key messages of the initiatives and gain their support.</li> <li>Implementation of follow-up actions to make effective information flow and maintain high employee engagement level based on the evaluation results of the employee communication activities.</li> </ul>	Employee Communication Strategy	Carry out employee communication activities *	107089L3

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
10. Identify user-friendly communication tools that help different employee groups achieve timely communication and business results	<ul style="list-style-type: none"> <li>Implementation of assessment of each communication tool in accordance with the predefined criteria and mechanisms.</li> <li>Implementation of action plans and promulgation strategies to promote new communication tools to different levels of employees.</li> </ul>		Search for smart and creative tools for employee communication *	107091L4
11. Implement employee wellness and work-life balance initiatives to help employees achieve a healthy work-life balance	<ul style="list-style-type: none"> <li>Execution of adopted internal and / or external employee wellness and work-life balance initiatives (e.g. clinical hotline, flexible working hours).</li> <li>Engagement of target individuals (e.g. service providers, service users) to follow up the performance of existing initiatives for continuous improvement.</li> </ul>	Employee Wellness and Work-Life Balance	Carry out employee wellness and work-life balance initiatives	107105L3

\* These seven UoCs are common to all areas of specialties of HRM Sector in this occupational / job role. In other words, they are core competencies (role specific).

<b>Learning Outcome Statement</b>	<p>Education Pathway:</p> <ul style="list-style-type: none"> <li>Candidates who complete this qualification are able to proceed to qualification training at QF Level 4 in HRM Sector.</li> <li>Candidates who had acquired other competency-based training at QF Level 3 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification.</li> </ul> <p>Employment Pathway:</p> <ul style="list-style-type: none"> <li>The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role.</li> <li>Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.</li> </ul>
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### C. Critical Developmental and Learning Experience Associated for Career Progression

<b>Critical or Desirable On-The-Job Learning</b>	<ul style="list-style-type: none"> <li>• Ability to communicate with employees, internal trainers and external training consultants by phone, in person or correspondence</li> <li>• Has solid grasp of the Talent Management and Development cycle and related processes</li> <li>• Ability to think ahead, anticipate potential issues and escalate as necessary</li> <li>• Ability to manage own time effectively and prioritise competing demands as appropriate</li> <li>• Opportunity to learn about different aspects and functions of business</li> </ul>
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#### Relevant Learning Programmes in the Market

There are many forms of learning programmes in the market that broaden or deepen specific knowledge and skills of the practitioners in this position (e.g. talks, workshops, online courses, study tours, communities of practice, competitions). Below are some examples of the award-bearing programmes enlisted on Qualifications Register (QR) for reference:

Title of Qualification	Title of Learning Programme	QF Level	Name of Operator / Agency
1. Diploma in Human Resource Management	Diploma Programme in Human Resource Management	3	School of Continuing and Professional Studies, The Chinese University of Hong Kong
2. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	Christian Action (ERB)
3. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	HKCT Group Limited (ERB)
4. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	Hong Kong Young Women's Christian Association (ERB)
5. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	Hongkong School of Commerce (ERB)
6. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	KCRA Community Education Enhancement Center Limited (ERB)
7. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	School of Continuing and Professional Education, City University of Hong Kong (ERB)
8. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	Vocational Training Council (ERB)

For a complete list of award-bearing programmes enlisted on Qualifications Register, please visit <https://www.hkqr.gov.hk>.

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