

**Specification of Competency Standards**  
**for the Information & Communications Technology Industry**  
**Unit of Competency**

Functional Area - Strategic Management

Title	Formulate human resource strategy
Code	108021L5
Description	This unit of competency applies to all Digital Media Technology (DMT) practitioners entrusted with formulating the human resource (HR) strategy related to the area of their responsibility. With ever fast changing of new digital media technologies and the need to stay ahead of competitors it creates some big challenges for digital media production organisations to recruit and retain sufficient quantity of staff with the right skill set. This UoC concerns competence for formulating HR strategy for digital media production unit of the organisation which contributes to the organisation overall HR strategy.
Level	5
Credit	3
Competency	<p>Performance Requirements</p> <p>1. Knowledge for formulating human resource strategy</p> <ul style="list-style-type: none"> <li>• Possess good project management skills and capable of formulating business strategies</li> <li>• Possess in-depth knowledge of digital media production life cycle and skill set requirement</li> <li>• Possess in-depth knowledge of digital media industry and trends</li> <li>• Possess in depth of HR's "employee lifecycle" (Attract, Integrate &amp; Measure, Develop, Motivate &amp; Retain, Identify)</li> <li>• Possess in-depth knowledge of the organisation's mission, vision, business goals, and HR policies</li> </ul> <p>2. Formulate human resource strategy:</p> <ul style="list-style-type: none"> <li>• Follow the organisation's overall HR strategy and the organisation mission and vision so that the HR strategy can align with the organisation's overall business strategies</li> <li>• Identify the allocated HR resources for DMT operation unit and be familiar with the effectiveness and efficiency of human capitals in the operation unit</li> <li>• Determine and define staffing structure for DMT operation unit, which may include but not limited to the following: <ul style="list-style-type: none"> <li>○ Teams' structure, number of teams and its function</li> <li>○ Staff number per team</li> <li>○ Skill factors or job description of teams</li> <li>○ Any type of staff can be outsourced</li> </ul> </li> <li>• Formulate staff recruitment policy based on different factors, including but not limited to the following: <ul style="list-style-type: none"> <li>○ Essential/critical technical skills, such as game designer, video editors</li> <li>○ Creativity skills</li> <li>○ Essential posts</li> <li>○ Market availability vs. budget</li> <li>○ Job/project requirements, such as: testers, actors</li> <li>○ Use of external agents to supply people resources for temporary jobs, etc.</li> </ul> </li> <li>• Work with HR unit to develop recruitment and selection procedures taking into considerations, but not limited to the following: <ul style="list-style-type: none"> <li>○ Sourcing of personnel via agents, social media, general advertisement etc.</li> <li>○ Selection methods: For example <ul style="list-style-type: none"> <li>▪ Screening</li> <li>▪ 1st Interview to determine experience</li> <li>▪ 2nd Interview with situation simulation and practical test, etc.</li> </ul> </li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>• Develop plan and procedures on identification of talents, training, staff development, retention and recognition to complement with the overall HR including: <ul style="list-style-type: none"> <li>○ Staff career development</li> <li>○ Training via external courses, social training, or self-learning</li> <li>○ Staff appraisal and progression</li> </ul> </li> <li>• Work with HR unit to develop employee policies and procedures, such as: <ul style="list-style-type: none"> <li>○ Working culture that matches digital media staff (i.e. flexible working hours, dress code, etc.)</li> <li>○ Time available to experiment with new software</li> <li>○ Personal time on the Internet</li> <li>○ Creative break areas</li> </ul> </li> <li>• Regularly review staff head counts, procedures and adjust policies and plans to ensure the organisation have the right HR resources to fulfill its business objectives</li> </ul> <p>3. Exhibit professionalism</p> <ul style="list-style-type: none"> <li>• Be updated with current digital media industry HR requirements and develop the right strategy for the organisation to achieve its business goals</li> </ul>
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none"> <li>• Fully grasp the human resource requirements of digital media production unit</li> <li>• Develop a comprehensive HR strategy that fulfills the HR employee lifecycle and provided sufficient and right HR resources to production teams to deliver required results</li> <li>• Develop plans and procedures that can be used in the implementation of the HR strategy</li> </ul>
Remark	