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Specification of Competency Standards (SCS) of the HRM Sector

(First Edition)

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November 2017

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Executive Summary

Qualifications Framework (QF) for the Human Resource Management (HRM) Sector

With Hong Kong being known as a knowledge-based economy, the HRM profession is assuming an increasingly crucial role as a strategic partner of organisations, focusing its attention on human capital management and development while contributing to the success and sustained growth of enterprises and the economy at large.

The Education Bureau assists the HRM sector in implementing QF with the objective of providing a platform for practitioners to pursue continuous and lifelong learning, thereby enhancing their competencies and standards. The benefits of QF implementation will only materialise when employers, employees and all relevant stakeholders of the HRM sector render their support and collaboration.

Specification of Competency Standards (SCS) of HRM Sector

SCS represents a compilation of fundamental competency requirements and outcome standards (represented by units of competency (UOCs)) of the HRM sector in its different functional areas at various levels under QF. The production of the SCS consists of the following five phases:-

Phase I : Environmental Scan

Phase II : Job Analysis and Task Description

Phase III: Task and Competency Specification

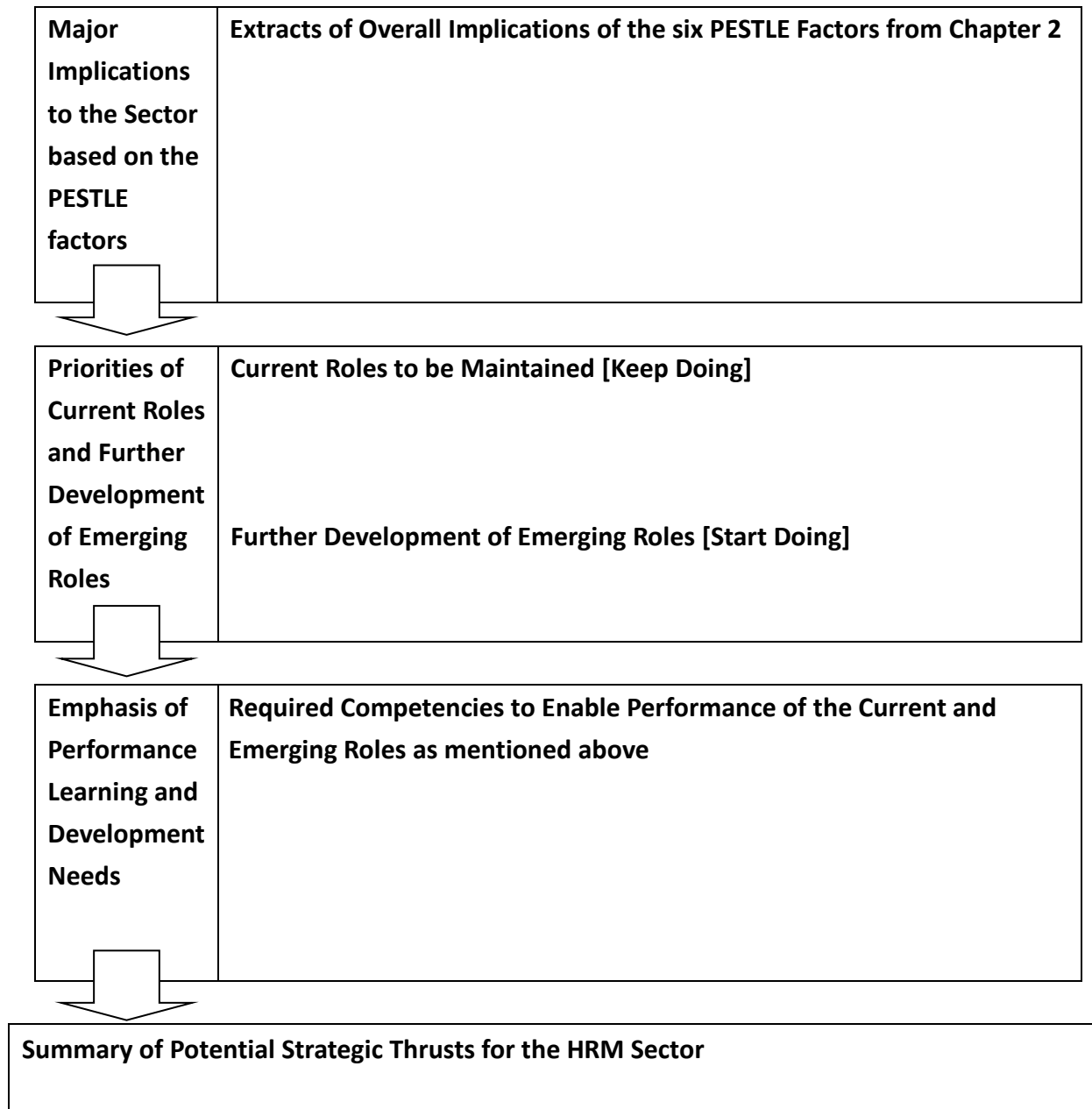
Phase IV: UoC Packaging, Clustering and Documentation

Phase V : Industry-wide Consultation and Quality Moderation

Environmental Scan

To enable the sector to reflect on its historical development, current status, strategic challenges and future development opportunities, a scanning of the macro environment is deemed necessary. A commonly used PESTLE scan framework was adopted for the Phase I Environmental Scan of the QF production of SCS for the HRM Sector in Hong Kong. PESTLE stands for “Political, Economic, Social, Technological, Legal and Environmental”. The PESTLE scan framework comprises of macro-environmental factors used in the environmental scanning component of strategic management.

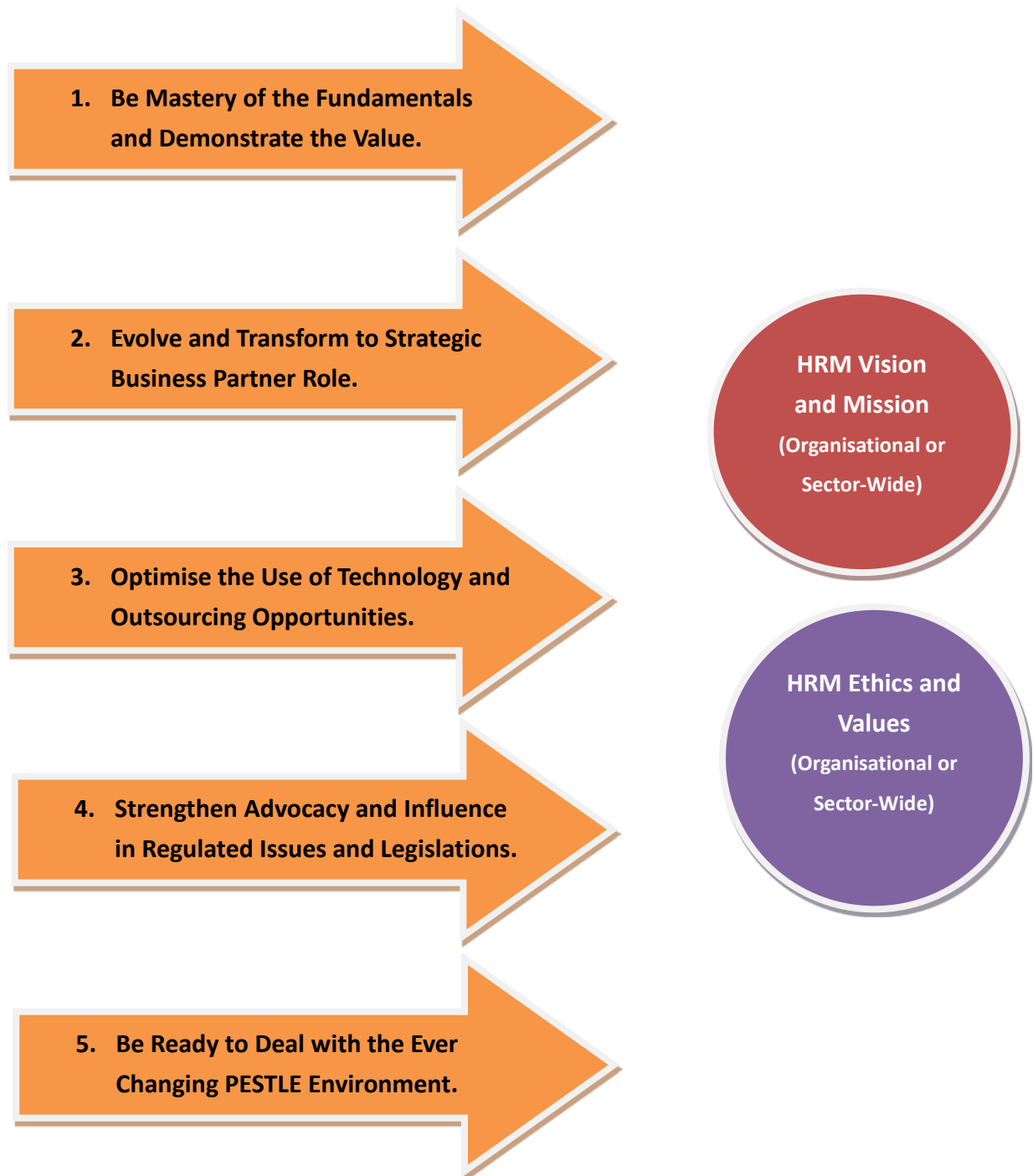
Based on the global trends and local development of the six PESTLE factors identified, the implications to the strategic development of the sector were discussed and explored, this workflow is illustrated as follows:-



The suggested implications and potential strategic thrusts are presented with details in Chapters 2 and 3 of the report. An overview of the suggested strategic thrusts for the HRM sector is summarised as follows:-

Summary of Potential Strategic Thrusts for the HRM Sector

Based on a desktop research and inputs from interviewees, five strategic thrusts or directions are suggested for the sector's review of its roles and opportunities for further development. An illustration of the five strategic thrusts is shown as follows:-



1. Be Mastery of the Fundamentals and Demonstrate the Value.

- *Build employer brand.*
- *Be innovative in talent management and employee communication.*
- *Demonstrate the value of HRM practices.*

2. Evolve and Transform to Strategic Business Partner Role.

- *Expand into the strategic arena.*
- *Be part of the senior management team.*
- *Shift the paradigms of HRM.*

3. Optimise the Use of Technology and Outsourcing Opportunities.

- *Focus on strategic HRM functions, while streamlining administrative or operation procedures.*
- *Operate in a data-driven approach.*
- *Optimise the use of technology and social media.*

4. Strengthen Advocacy and Influence in Regulated Issues and Legislations.

- *Gain a greater awareness of local, national and even international politics and cultures to build a stronger professional image.*
- *Increase the influence by involving in government advisory and statutory bodies.*
- *Engage external legal advisors in handling complicated employee issues.*

5. Be Ready to Deal with the Ever Changing PESTLE Environment.

- *Provide assistance to or facilitate the top management team to conduct environmental scan on a regular basis.*
- *Pursue lifelong learning.*

End of Executive Summary

Chapter 1 Qualifications Framework (QF) for the Human Resource Management (HRM) Sector and Environmental Scan

1.1 Introduction

With a vision of enhancing the overall quality and competitiveness of the local workforce, the Executive Council endorsed the establishment of a seven-level cross-sectoral QF in February 2004. The prime objective of establishing QF is to guide the people of Hong Kong define a clear goal and direction for continuous learning. Additionally, QF aims to assist those lifelong learners in obtaining quality-assured qualifications. As at October 2016, covering 53% of the workforce in Hong Kong, the Education Bureau (EDB) has assisted one sector and 21 industries in setting up Cross-Industry Training Advisory Committee (CITAC) for the HRM sector and 20 Industry Training Advisory Committees (ITACs). The 21 industries include Arboriculture & Horticulture, Automotive, Banking, Beauty and Hairdressing, Catering, Elderly Care Service, Electrical & Mechanical Services, Fashion, Import & Export, Information & Communications Technology, Insurance, Jewellery, Logistics, Manufacturing Technology (Tooling, Metals & Plastics), Printing & Publishing, Property Management, Retail, Security Services, Testing, Inspection & Certification and Watch & Clock. Each CITAC or ITAC comprises of representatives from employers, employees, professional bodies and regulatory bodies of the relevant industries.

1.2 Background of the Human Resource Management (HRM) Sector

HRM professionals are primarily responsible for human capital development in all organisations, where their role is increasingly strategic in a knowledge-based economy.¹ Many forward-looking organisations have consulted professional views and judgments of HRM practitioners when resolving strategic business issues. A growing population of HR professionals is playing an advisory or consultancy role when working with their internal client groups. *“HRM driven by the business partner concept are currently being amplified”*.² In view of its distinctly strategic role, EDB identifies HRM as the first cross-industry sector to assist in QF implementation. Currently, there are approximately 133,134 individuals engaged in the

¹ Whicker, L.M. and Andrews, K. M. (2004) “HRM in the Knowledge Economy: Realising the Potential” in *Asia Pacific Journal of Human Resources*. Volume 42, Issue 2, P. 156-165.

² Francis, H. and Keegan, A. (2006) “The changing face of HRM: in search of Balance” in *Human Resource Management Journal*, Volume 16, Number 3, P. 231-249.

HRM sector in Hong Kong.³

1.3 The Need for Qualifications Framework (QF) and the Environmental Scan

Qualifications Framework (QF) for the Human Resource Management (HRM) Sector

“The QF is a hierarchy that orders and supports qualifications of academic, vocational and continuing education. To strengthen the industries' leading role in the development of vocational training so as to enhance effectiveness of the latter, Specification of Competency Standards (SCS) is formulated by respective industries. To ensure wide acceptance of the qualifications conferred by various educational and training bodies under QF, a quality assurance mechanism is set up. All QF-recognised qualifications are quality assured”.⁴

According to the QF for the HRM sector promotion leaflet (dated April 2015), the objectives of QF for the HRM sector are:-

- To specify the competency and performance standards for further development of the HRM sector
- To promote the opportunities for further studies and the development of articulation pathways for learning
- To improve the quality of learning programmes
- To recognise the workers' prior experience

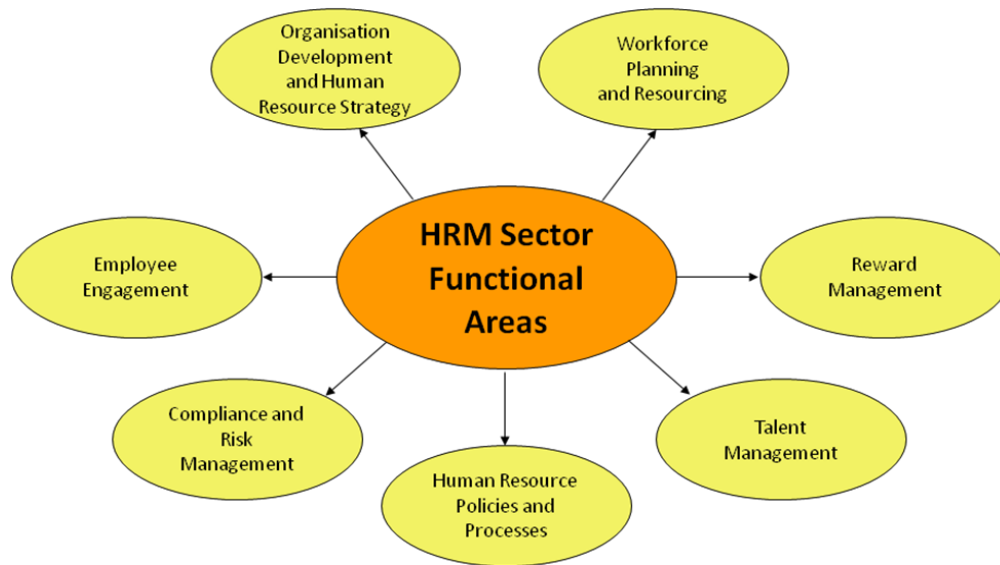
Specification of Competency Standards (SCS) of Human Resource Management (HRM) Sector

As a critical component of QF for the HRM sector, the sector specific SCS represents a compilation of the major competency requirements and outcome standards (represented by units of competency (UoCs)) of the HRM sector in its different functional areas at various levels under QF.

The SCS of the HRM sector, as defined by the CITAC for the HRM sector, are divided into seven functional areas as shown below.

³ Hong Kong Institute of Human Resource Management. (2012) *Benchmarking Study of HR Strategy & Practices*.

⁴ http://www.hkqf.gov.hk/guie/HKQF_intro.asp.



The production of the SCS will follow a process of five phases shown as follows:-

Phase I : Environmental Scan

Phase II : Job Analysis and Task Description

Phase III: Task and Competency Specification

Phase IV: UoC Packaging, Clustering and Documentation

Phase V : Industry-wide Consultation and Quality Moderation

Environmental Scan

To enable the sector to reflect on its historical development, current status, strategic challenges and future development opportunities, a scanning of the macro environment is deemed necessary. A commonly used PESTLE scan framework was adopted for the Phase I Environmental Scan of the QF production of SCS for the HRM Sector in Hong Kong.

1.4 PESTLE (Political, Economic, Sociocultural, Technological, Legal, Environment) Scan Framework

The PESTLE scan framework is a framework of macro-environmental factors used in the environmental scanning component of strategic management. In accordance with Wayne F. Cascio (Robert H. Reynolds Chair in Global Leadership at the University of Colorado Denver), the key issues in each of these six macro-environment factors include:-

- Political* : regulatory developments, government policies related to issues that affect the industry, taxation schemes, government grants and fiscal incentives, political stability, strikes, the role of governments in different countries, war
- Economic* : interest rates, currency exchange rates, the state of economies, prices, inflation, the distribution of wealth in a society, the effects of globalisation, vertical and horizontal integration in one's industry, industry trends and changes
- Sociocultural* : demographic changes, lifestyle developments (e.g., the movement toward "wellness" and healthy living), differing wants and needs of generations in the workplace and outside of it, education and expectations of higher education
- Technological* : product technologies (e.g., smartphones, virtual reality, robotics), communication technologies (e.g., the internet, Skype, FaceTime, email, text messages, social media), operational technologies (e.g., global distribution systems, global supply chains, mass customisation)
- Legal* : both statutory as well as developments in case law (e.g., immigration, health care, water, cyber law, privacy, product liability, patent law, intellectual property, civil rights)
- Environmental* : climate change, global sustainability with respect to the use of natural resources (including air, water, and land), mining, hydraulic fracturing, fossil fuels, clean energy, alternative energy sources⁵

End of Chapter 1

⁵ Cascio, W. F. (2015) 'Environmental Scanning: An Emerging Challenge for HR professionals' in Ulrich D., Schiemann, B. and Sartain, L. (ed.) *The Rise of HRM Wisdom from 73 Thought Leaders*. Alexandria, VA: HRM Certification Institute. P. 35-40.

Chapter 2 PESTLE (Political, Economic, Sociocultural, Technological, Legal, Environment) Scan

With reference to the good practice of environmental scan, the service team leveraged on HKIHRM's well-established networks and interviewed a host of stakeholders including policy makers, business leaders, HR professionals from businesses of all sizes and sectors, legal practitioners and international HRM bodies and gurus, to collect their views and insights around the following questions:-

- What environmental factors (political, economic, sociocultural, technological, legal and environmental) are affecting the HRM sector / profession in Hong Kong?
- What are the potential impact on the business environment and implications to the HRM sector?
- What current roles should the HR professionals emphasise in response to these trends and implications? How about new roles for future development?
- What do HR professionals need to know or do to be effective in today's and tomorrow's business world?
- Any other observations or comments on the future development of HRM Sector in Hong Kong?

Between the period of 23 April and 21 September 2015, the service team interviewed and consolidated comments of 57 interviewees through a combination of focus groups, one-on-one interviews and written responses. The distinguished interviewees included government officials, labour unions, business leaders, small medium-sized enterprise (SME) representatives, renowned academia, HRM leaders and young HRM practitioners, HRM technology specialists, HRM legal specialist, and HRM / training professional bodies in Hong Kong, Mainland China and overseas.

Views and comments collected from focus groups, one-on-one interviews, and written comments were analysed and integrated, together with findings from desktop research. The global trend, local development, potential impact on the business environment and implications to the sector of each defined macro-environmental factor were compiled and identified as follows:-

2.1 Political Factors

In PESTLE Scan, political factors refer to “*regulatory developments, government policies related to issues that affect the industry, taxation schemes, government grants and fiscal incentives, political stability, strikes, the role of governments in different countries, war*”.

2.1.1 Global Trend

In terms of government leadership, it is observed that elected government officials are often concerned with their constituencies. In order to successfully be re-elected, politicians tend to only focus on the issues which concerned most members of the general public yet they could be piecemeal and short-term. In many ways, political attitudes shape the public sector environment and impose more complex and controversial societal issues than the private sector does.⁶

On the other hand, three significant political changes that will impact the business world over the next five to 10 years are identified. First, “*knowledge execution will become the most valuable core asset in the world*”. According to Kahan, organisations that acquire high ability to execute on knowledge will have greater influence in international relations and global engagement than national governments. Second, the current blending of nonprofits and private sector will emerge. New markets and opportunities will open up for mission-driven organisations. New approaches of doing business will therefore be required for sustainability and continued business expansion. Third, “*terrorism will be largely disrupted, contained, and eradicated within 10 years. New technology will make it possible to quickly isolate individuals and events, enabling immediate retaliation*”. In particular to those multinational corporations, responsive manpower support between regions and countries is required. For organisations that rely heavily on international trades, diversified marketing and strategies are crucial to sustained business results.⁷

2.1.2 Local Development

After its handover to China in 1997, Hong Kong’s prospect is closely tied to China's for better and for worse. Nevertheless, the general business and societal atmosphere in

⁶ Stackhouse, F. and Reichenberg, N. (2015) ‘Knowing the Internal and External Public-Sector Environment: Applying HRM Competencies for Results’ in Ulrich D., Schiemann, B. and Sartain, L. (ed.) *The Rise of HRM Wisdom from 73 Thought Leaders*. Alexandria, VA: HRM Certification Institute. P. 67-73.

⁷ Kahan, S. (2015) ‘Twelve Predictions for a New World’ in Ulrich D., Schiemann, B. and Sartain, L. (ed.) *The Rise of HRM Wisdom from 73 Thought Leaders*. Alexandria, VA: HRM Certification Institute. P. 41-46.

Hong Kong is somewhat mixed throughout the years. Looking at the city's situation from a macro perspective, Yan Xuetong (Dean of the Institute of Modern International Relations at Tsinghua University and Chief Editor of the Chinese Journal of International Politics) once said "*Hong Kong has returned in name, but not in substance*".⁸ In addition, Joseph Yam (former Chief Executive of the Hong Kong Monetary Authority and now Adviser to the People's Bank of China) warned of threat to the city as China's top financial centre since the tensions over electoral reform.⁹ From a micro perspective, while the private sector (in particular the luxury retail markets) values mainland tourists as key customers, some Hong Kong residents consider the mainland immigrants and visitors as intruders to the quality of their daily living. All in all, it is apparent that Hong Kong is facing a critical juncture in its political development.

Such dynamic political risks have already affected Hong Kong. Due to disagreements from different stakeholders on various issues, it is commonly believed that the overall government has been affected. To address the challenges as a result of demographic changes, the Chief Executive proposed a number of measures to unleash the potential of local labour force and recruit overseas talent and professionals.¹⁰ In response to some of these measures, four police associations expressed their disagreement in writing to the Chief Executive about extending the retirement ages of new recruits for the civilian grades and the disciplined services to 65 and 60 respectively, though the suggestion does not apply to the existing civil servants.¹¹ On the other hand, there have been prolonged debates among professional associations and political parties on imported labour,¹² amidst an increasing trend that many business issues nowadays have been turned into political concerns at large (e.g. Statutory Minimum Wage and Standard Working Hours). Furthermore, strikes and labour's actions backed by labour unions have increased and become more organised over the years.

In view of Hong Kong's sociopolitical challenges, many organisations and HR professionals have started to restructure their workforce (e.g. many companies already in the process of relocating their expats to Singapore)¹³ and search for alternatives to

⁸ Abdoolcarim, Z. 'Hong Kong's Future: Sunshine, with Clouds' in *TIME*. 7 June 2007.

⁹ 任志剛：《居安思危》，香港：天窗出版社有限公司 2014 年版。

¹⁰ *2015 Policy Address*.

¹¹ *Hong Kong Economic Journal* (A13) / *Ming Pao Daily* (A10) / *Apple Daily* (A14) of 9 Feb 2015.

¹² *Hong Kong Economic Times* (A6) / *Ming Pao Daily* (A14) of 29 Jan 2015.

¹³ Mortlock, S. 'Expatriate Bankers Want to Leave 'Aggressive, Unhealthy' Hong Kong for Singapore' in

increase business profitability.

2.1.3 Summary Views from Interviewees

- a. The general public of Hong Kong is happy to see China's improvement in political stability and economic prosperity since 1997.
- b. The government efficiency has been sacrificed due to the disagreements with various political parties. For example, the discussion on imported labour has been held up as a result of political disagreements.
- c. The social movements and dividing views on the election method of Chief Executive of The Government of the Hong Kong Special Administrative Region has created disturbances to the workforce and negative impacts to the society:-
 - Some middle-aged managers start looking into overseas job assignments or immigration opportunities, for long-term stability of their family.
 - More young people took matters to the street as a way to voice their grievances.
 - Amidst ongoing complaints about the loss of economic momentum, local workforce was distracted by the prevailing political debates while the rest of Asian and European countries are excited about the promising economic growth should the AIIB and "One belt, One road" become materialised.
- d. Hong Kong has become highly politically sensitive towards social, economic, environmental or legal issues, etc. and in many cases, they are being twisted to become political issues. For example, Statutory Minimum Wage was a business issue but was turned political, which divided and consumed the society in many ways.

2.1.4 Potential Impact on Business Environment and Implications to the HRM Sector

Impact on Business Environment	Implications to the HRM Sector
<ul style="list-style-type: none"> a. Business efficiency has been crippled as a result of the disagreements amongst political parties. b. Hong Kong is losing its competitiveness as regional or global headquarter for organisations and as a core financial or business hub, making it more difficult for corporations to attract and retain talents. c. As part of risk management, contingency plans are needed for business to ensure continued operation at times of instability or social unrests. 	<ul style="list-style-type: none"> a. The need to keep abreast of the political environment and changes at local, national and international levels. b. Add value to top management team's strategic discussions and decisions with more knowledge of the development of political and other environmental scanning factors. c. Be prepared to deal with "business issues -turned-political", unionism and more active labour movements. d. Increased need for diversified or new skills, such as be more strategic and sensitive when communicating with multiple stakeholders, who may have opposing views and sentiments, be capable in risk management / drafting of contingency plan.

2.2 Economic Factors

In PESTLE Scan, economic factors refer to *“interest rates, currency exchange rates, the state of economies, prices, inflation, the distribution of wealth in a society, the effects of globalisation, vertical and horizontal integration in one’s industry, industry trends and changes”*.

2.2.1 Global Trend

In relation to income distribution, prediction on *“economic equality for women will be achieved in the United States within five years and on a global scale within 10 years”*. This shift of wealth distribution will translate into significant changes in leadership and organisation culture. Stronger economic performance and greater mission impact will be seen as part of the business results of this change. Moreover, the number of people living at subsistence levels will decline dramatically. In 1990, there were approximately 2 billion people living on less than US\$1.25 per day. In 2010, the population living under poverty dropped to under 1 billion. This phenomenon implies that the overall standard of living is rising on a global scale and is making positive impact to economies.¹⁴

2.2.2 Local Development

According to a global research published in 2016, China had been ranked second with 13,013 ultra high-net-worth individuals who possessed assets of more than US\$30 million (after accounting for shares in public and private companies, residential and passion investments such as art, planes and real estate).¹⁵ In terms of billionaires, five mainland cities (i.e. Beijing, Shanghai, Shenzhen, Hangzhou and Guangzhou) were listed as the world’s top 20 cities for wealth; whereas Hong Kong had the largest number of individuals with the value of assets exceeding US\$1 billion in Asia.¹⁶ In another similar study, China ranked the third-fastest producer of millionaires and had 758,000 people with more than US\$1 million to invest in 2013.¹⁷ According to one of the interviewees, a business leader in pharmaceutical industry, Chinese corporations

¹⁴ Kahan, S. (2015) ‘Twelve Predictions for a New World’ in Ulrich D., Schiemann, B. and Sartain, L. (ed.) *The Rise of HRM Wisdom from 73 Thought Leaders*. Alexandria, VA: HRM Certification Institute. P. 41-46.

¹⁵ New World Wealth, *The Wealth Report 2016*.

¹⁶ ‘The Cities With The Most Billionaires’ in *Forbes* of 9 March 2016.

¹⁷ *South China Morning Post* (B1) 2 February 2015.

tend to set up their headquarters or companies in Hong Kong, as a gateway to expand into international markets. This will be an increasing trend amongst Chinese enterprises when a number of free trade zones in Southern China (e.g. Guangzhou and Shenzhen) are fully established and up and running over the next few years.

Although the overall confidence in China's economic potential remains high, some multinational corporations are scaling back their investments in the Mainland for the first time in a decade.¹⁸ Quite a number of Asia Pacific regional offices had moved out of Hong Kong, to Shanghai and Singapore, for example, for a number of reasons. One of which being the relatively high costs of operation mainly incurred by office rental and staff's remuneration. In 2017, Hong Kong has been ranked again as one of the five most expensive cities in the world.¹⁹ This remains to be a constant struggle for businesses operating in Hong Kong where they are consciously working to save costs yet striving to maintain high quality standards. As an ultimate measure of a company's success, both investors and financial analysts reinforce the importance of shareholder value maximisation. In order to achieve this strategic business goal, staff cost efficiency in terms of headcount ratio and in dollar is closely monitored.

For many years, Hong Kong's economic structure has been dominated by four pillar industries. They are namely financial services, trading and logistics, producer and professional services as well as tourism. Their combined Gross Domestic Product (GDP) contribution was once at a peak of 60.3% in 2007. Since then, the figure dropped to 58.0% in 2012.²⁰ Currently the four pillar industries together employed over 1.7 million people, or almost half of the total labour force.²¹ As an initiative to help diversify the local industry structure, the then Chief Executive identified "*Six Industries*" to be the top priorities for the city's further development. The Six Industries are cultural and creative industries, medical services, education services, innovation and technology, testing and certification services and environmental industries.²² In 2012, the Six Industries together contributed 8.7% of GDP and 11.9% of total employment;²³ which slightly rose from 8.0% of GDP and 11.3% of total

¹⁸ *South China Morning Post* (A3) of 2 March 2015.

¹⁹ 'The Five Most Expensive Cities In The World' in *Forbes* of 24 January 2017.

²⁰ Census and Statistics Department. (2015).

²¹ *The 2014-15 Budget*.

²² *2009-2010 Policy Address*.

²³ Legislative Council Secretariat. (2015) *Research Brief on Four Pillars and Six Industries in Hong Kong: Review*

employment in 2009.²⁴ To conclude, the four pillar industries are still key driving force of economic growth.

It is not surprising that Hong Kong's economic growth is partly attributed to its manpower growth. According to the government statistics, Hong Kong is projected to undergo a labour shortage of 14,000 in 2018 if the local economy continues to go up at a rate of 4 percent. On the contrary, Hong Kong is estimated to record a labour surplus of 202,700 if the local economy slows down to a marginal 1.5 percent economic growth rate.²⁵

On the other hand, the effectiveness of the Mandatory Provident Fund (MPF) scheme has been questioned since its introduction in 2000. In his 2017 Policy Address, the Chief Executive has proposed to progressively abolish the offsetting of severance payments or long service payments with MPF contributions.²⁶ While employers voiced against the abolishment of the MPF offsetting mechanism, unionists slammed the new proposal as a half measure and criticised its practicality. The widely divided positions of employer and labour representatives will continue to dominate the development of a number of business and labour issues (e.g. MPF offsetting, standard working hours, retirement protection).

and Outlook.

²⁴ Census and Statistics Department. (2012) *Hong Kong Monthly Digest of Statistics: The Situation of the Six Industries in Hong Kong in 2010*.

²⁵ Government of The Hong Kong Special Administrative Region. (2012) *Report on Manpower Projection to 2018*.

²⁶ 2017 Policy Address.

2.2.3 Summary Views from Interviewees

- a. China economy has been growing steadily since 1997, and has become the number one consumer market and manufacturer globally. In addition, mainland Chinese is also the top customer in Hong Kong's retail segment. Chinese corporations form the majority in Hong Kong stock markets.
- b. Chinese corporations tend to set up their headquarters or companies in Hong Kong to pursue their expansion plan into international markets. On the contrary, the number of Asia regional offices in Hong Kong has been decreasing, most of which are relocated to other cities (e.g. Singapore and Shanghai).
- c. There are a few free trade zones setting up in Southern China, e.g. Guangzhou, Shenzhen in the next few years. The fewer boundaries create opportunities for Hong Kong to become regional or head offices.
- d. The cost of business operation, mainly office rental and staff costs, in Hong Kong remains high, with the shortage in office supply, skilled and frontline workers. This may drive business away from Hong Kong and hurt the survival of SMEs.
- e. The continued emphasis of increase shareholders' value as the organisation's success measurement by investors and financial analyst. Staff cost efficiency in terms of headcount ratio and in dollar is closely monitored. This has called for HRM's increased attention on cost management.
- f. Hong Kong has been over-emphasised on a few industries such as financial services, trading and logistics, producer and professional services as well as tourism. The seemingly lack of long-term strategic plan to diversify Hong Kong's economy poses enormous risk with the open up of free trade zones in China.
- g. Globalisation, accelerated by the turbo speed of technological advancement, creates tremendous business opportunities as well as overnight competition and instability of the business or even societal environment.

2.2.4 Potential Impact on Business Environment and Implications to the HRM Sector

Impact on Business Environment	Implications to the HRM Sector
<p>a. Be brave to educate investors that financial performance is not the only criterion in measuring success, as social responsibility and employee relationship are equally important in long term sustainability.</p> <p>b. Leverage on e-business to internationalise the customer market base, and to reduce the dependence on China economy.</p> <p>c. In need of strategic business entrepreneurs to rebuild Hong Kong as the global or regional headquarter sites, based on the existing advantages of the transparent banking and legal system, high standard of integrity and quality professional services.</p> <p>d. Need to think about business contingency plans in case of serious social strikes or unrest. This is new to senior management.</p>	<p>a. Increased need for strategic HR professionals as part of the senior management team:-</p> <ul style="list-style-type: none"> • Motivate and bring the best out of the existing team • Bring in talents in support of business expansion plans • Manage people safety and business continuity plans at times of social unrests <p>b. HR professionals drive the process of continuous review of its function efficiency and effectiveness with appropriate prioritisation, standardisation or outsourcing.</p> <p>c. The increased specialisation may reduce the exposure of HR professionals to a wider spectrum of HRM functions. Yet, they are required to be strategic business partner. Learn to speak the right language with business, build trustworthy relationships with business partners, and further develop our business acumen.</p>

2.3 Sociocultural Factors

In PESTLE Scan, sociocultural factors refer to *“demographic changes, lifestyle developments (e.g., the movement toward “wellness” and healthy living), differing wants and needs of generations in the workplace and outside of it, education and expectations of higher education”*.

2.3.1 Global Trend

In view of the changes in sociocultural factors, organisations will need both “dots” and “dot connectors”.²⁷ The “dots” are the specialists who are experts in their own professions; whereas the “dot connectors” are the liaisons who are able to connect various specialists and leverage their value to realise the organisational objectives with greater impact. Technological advances will further reinforce this working mode. For example, real-life applications of technology in developing countries enable the people there to connect with different parts of the world. Many organisations in developed countries will take the advantage of “dots” and “dot connectors” working mode to operate around the clock and achieve cost control. Since workforce consisting of different nationalities and ethnicities becomes a trend, a more diverse cultural ecology of frameworks and mindsets will take on new meaning as value.

While the operation mode will be immensely different from the past, how will organisations cope with this? Seth Kahan who is specialised in visionary leadership commented, *“management will transform twice in the next 10 years”*. In fact, management transformation is already happening today. Increasing number of corporations adopts a flatter organisational structure. The characteristics of new management trends are inspiring, innovative and influential to a large audience. It will *“thrive and excel visibly and undeniably in every bottom line that is being measured, including wealth, social benefit, and ecological”*.

When personal lifestyles are largely changing with respect to globalisation and urbanisation, career expectations of younger generations also differ from their ascendants. Nowadays, it is not uncommon for young employees to change jobs every 12 to 24 months. Josh Bersin²⁸ who is Principal of Bersin by Deloitte observed

²⁷ Kahan, S. (2015) ‘Twelve Predictions for a New World’ in Ulrich D., Schiemann, B. and Sartain, L. (ed.) *The Rise of HRM Wisdom from 73 Thought Leaders*. Alexandria, VA: HRM Certification Institute. P. 41-46.

²⁸ Bersin, J. (2015) ‘HRM’s Role in the Digital workplace: A Time for Reinvention’ in Ulrich D., Schiemann, B. and Sartain, L. (ed.) *The Rise of HRM Wisdom from 73 Thought Leaders*. Alexandria, VA: HRM Certification Institute. P. 19-24.

that the line between work and life begins to blur. On top of this observation, Seth Kahan went further to predict that work and life will be highly integrated within the next five years due to further mature development of the internet, wireless technology (e.g. Wi-Fi) and electronic devices (e.g. smartphones). It becomes possible for young employees who are able to master advanced technologies to learn and work anywhere and anytime.

In response to the service team's request, one of the past presidents of Asia Pacific Federation of Human Resource Management (APFHRM)) put his feedback in writing. He expressed that *"generation diversity affects the course of talent management as it relates to the existing competencies and readiness of Gen Xers and Gen Yers to succeed senior officers and heads of departments who belong to Baby Boomers. Because of the gaps between existing competencies and desired competencies of Gen Xers and Gen Yers, some companies are forced to extend the employment of Baby Boomers even if they are past their retirement age. Baby Boomers, for instance, in the Philippines are hired as term employees over a 2- to 3-year period. There is a need to accelerate the competency development of Gen Xers and Gen Yers in the coming years"*.

2.3.2 Local Development

Skill mismatch is one of the major causes of labour shortages in Hong Kong.²⁹ The tertiary education in Hong Kong is viewed as academic and theoretical compared to that of Western society. There is a large gap between the new graduates' competencies and what the employers look for. Many industries experience skill mismatch (e.g. construction³⁰ and private banking³¹). A lack of appropriate skills among the new joiners, a lack of relevant training by employers and a lack of graduates' job aspirations are the major reasons that lead to skill mismatch.³² The gap between academic education and business competencies result in significantly higher training costs for industries.

In effect, the shortage of skilled labour and experienced managers has discouraged business development plans; on top of higher labour costs. Many organisations have

²⁹ *South China Morning Post* (A4) of 15 April 2015.

³⁰ *Hong Kong Economic Times* (A28) / *Apple Daily* (A11) of 19 January 2015.

³¹ *South China Morning Post* (B1) of 2 February 2015.

³² *Sing Tao Daily* (B13) of 23 April 2015.

become aware of the growing importance of maintaining good relationship with former employees of all ages. This is because it is now common to have them re-join the company or become business partners later on. As the current recruitment sources saturate, organisations are forced to be more open-minded and creative in adopting various platforms for recruiting (e.g. engaging retirees and ethnics who have been residing in Hong Kong for part-time work assignments or contract projects).

In terms of career prospect, a lack of an environment to speak in Putonghua and appreciation of the Chinese heritage weakened the new generation's capability to develop within Chinese corporations.

2.3.3 Summary Views from Interviewees

- a. A lack of an environment to speak in Putonghua and appreciation of the Chinese heritage weakened the new generation's capability to develop within Chinese corporations.
- b. While there is a gap between knowledge and skill of competencies that businesses require, young graduates often leave a job for lack of training. In response to this challenge, businesses often pay higher salary for skilled workforce and to invest more on training and development.
- c. The young generations have different sets of values. They are more individualistic and look for work life balances. While employment loyalty is not their priority, fast-track success, achievement or higher salary often is. Employee engagement has become more critical than retention of the young workforce.
- d. As one of the strategies adopted to unleash the potential workforce, HR professionals in general welcome the government to extend the retirement age of newly hired civil servants from 60 to 65, as people live longer and medical costs may not be affordable for retirees. Some organisations also encounter challenges to build succession pipeline for middle managers because of the manpower shortage. In accordance with a recent research on retirement age within a professional body in Hong Kong, nearly 80% of HR professionals in Hong Kong believe that raising retirement age is an effective measure to alleviate pressure in Hong Kong's manpower shortage.³³
- e. The current government policies on education, youth, economic, immigration and manpower planning are not aligned. The general lack of frontline and skilled workers in many industries deserves a thorough investigation and longer-term solution.

³³ Hong Kong Institute of Human Resource Management (May 2015) *"2015 Retirement Age Poll by Hong Kong Institute of Human Resource Management"*.

2.3.4 Potential Impact on Business Environment and Implications to the HRM Sector

Impact on Business Environment	Implications to the HRM Sector
<p>a. The gap between academic education and business competencies result in higher training costs of young graduates, and employee engagement costs.</p> <p>b. Growing importance in maintaining good relationship with ex-employees of all ages. It is common to have them rejoin the company later on, or may become business partners.</p> <p>c. The shortage of skilled labour and experienced managers has slowed down business development plans, on top of higher people costs.</p> <p>d. Stronger need to explore other sources (e.g. ethnic groups of South Asia in Hong Kong, retired workers).</p> <p>e. Employee communication, employee education, compliance training, clear policies and guidelines.</p>	<p>a. HR professionals have to think beyond the traditional recruitment and retention, succession planning, learning and development strategies. There should be a stronger emphasis on positive engagement experience. Succession planning cycle needs to be shortened and split into few more stages in view of the high staff turnover.</p> <p>b. Be open and frank to the business about the labour market. Do not over commit on the hiring needs required by business.</p> <p>c. Employee engagement is more challenging with the multiple generations, ethnic backgrounds and qualifications among the same workforce.</p> <p>d. It is suggested that HRM cycle should start earlier during pre-graduation and extend to post-retirement. This may involve the set up of alumni for ex or retired workers and mentor-mentee programs for youths.</p>

2.4 Technological Factors

In PESTLE Scan, technological factors refer to “*product technologies (e.g., smartphones, virtual reality, robotics), communication technologies (e.g., the internet, Skype, FaceTime, email, text messages, social media), operational technologies (e.g., global distribution systems, global supply chains, mass customisation)*”.

2.4.1 Global Trend

Josh Bersin expressed that internet technologies have radically changed the way how things work, requiring a tremendous change in all areas of human resource. Almost all HRM-related information is now freely shared on the internet. Talents around the world can be identified and hired via social media platforms (e.g. LinkedIn).

Meanwhile, Seth Kahan predicted that innovation will accelerate exponentially through extensive use of smart objects (e.g. smartphones), artificial intelligence as well as HRM tools and applications. In practice, HR professionals are encouraged to leverage on the benefits of smart objects to engage people (e.g. prospects, candidates, employees). With regard to operational technologies, new HRM tools and applications enable HR professionals collect and aggregate data so as to perform more strategic tasks.

As one of the regional HRM leaders described, “*the advent of the Internet Age has significantly changed the HR landscape. Such practices as virtual HR, flexible benefits, and the like have provided opportunities for employees to be more independent and engaged. Operational efficiency is being achieved as a result of technological advancement*”.

2.4.2 Local Development

Organisations are now aware of the importance to adopt more sophisticated data analysis methodology such as employing big data (a massive volume of structured and unstructured information that is difficult to be processed by traditional database techniques). Big data can help HR professionals identify the key competencies for job positions, and thus help to target the right candidates without having to go through a formal interview process.³⁴ Furthermore, big data allows HR professionals to gain a deep understanding of the organisational culture – from how an individual performs to how departments interact, to how well the corporate values are thriving within the

³⁴ Hong Kong Economic Journal (A16) of 12 March 2015.

organisation. However, promotion of its benefits to a wider audience is needed as only a few organisations in Hong Kong are using big data at the moment.

Apart from the existing successful western markets, many businesses attempt to proactively leverage on the opportunities of the China market and those in other developing countries through the development of e-business. This also opens the doorway to international markets. In light of an enlarged footprint, more organisations tend to source talents of diversified background to better support the business strategy. SMEs and large organisations inherent different business models to run their business. In order to maximise efficiency, they now need to identify and adopt appropriate technology tools to streamline work process. This also calls for different types of talents and skillsets. While SMEs tend to look for polymaths, large organisations seek for specialists.

In 2016, the Hong Kong Monetary Authority launched the “Cybersecurity Fortification Initiative” with an aim of further enhancing the cyber resilience of the banking sector. From an HR prospective, cyber security is also a growing concern. A research concerning Hong Kong HR Directors’ recruitment preferences revealed that approximately “24% of responding HR directors reported using social media to source candidates, 18% use it to communicate with them and 12% check online profiles for behaviour and suitability”.³⁵ For engagement purposes, an increasing number of organisations depend on communication technologies (e.g., the internet, Skype, FaceTime, email, text messages, social media) to connect with their employees around the world. In view of the trends in HR technology, employees’ understanding of ordinances and statutory regulations related to data protection and release of personal data is emphasised.

³⁵ ‘Hong Kong HR Directors Favour Traditional Recruitment’ in *Human Resources*. November 2012. P. 4-5.

2.4.3 Summary Views from Interviewees

- a. The pace of change has been significantly increased with the technological advancement (e.g. mobile applications), resulting in revolutionary change to the traditional forms of communication and working environment.
- b. Geographical boundary is minimised, resulting in globalisation. Employees can work at anytime, anywhere with the internet service connection.
- c. Communication across countries and industries is strengthened with lower cost, higher speed and quality, via various forms of social media. Less face to face communication is required or preferred, especially for the younger generations.
- d. E-Commerce is becoming a trend in most of the developed countries, e.g. United States, China. Yet, Hong Kong has been slow in catching up with the e-business.
- e. The technology of “CLOUD” and “SMART CLOUD” enables analysis of large volume of data, as a source of useful information to support the business.
- f. HRM information software facilitates the standardisation and personnel data management.

2.4.4 Potential Impact on Business Environment and Implications to the HRM Sector

Impact on Business Environment	Implications to the HRM Sector
<p>a. Businesses in Hong Kong should catch up with China and other developed countries in the development of e-business. This opens the doorway to the international markets.</p> <p>b. Increased need to source for talents of diversified background to support the business growth.</p> <p>c. To achieve cost efficiency, stronger need to streamline process through automation and new technology for all functions.</p> <p>d. In need of more data analysis to support employee engagement and hiring actions. Currently these are not readily available in most of the organisations and SMEs.</p> <p>e. A gap between SMEs and large organisations. SMEs look for generalists while large organisations prefer specialists.</p>	<p>a. Look into outsourcing opportunities such as recurring, transactional and administrative tasks e.g. payroll and leave management. This will save the HRM effort to more complicated issues.</p> <p>b. The increased use of social media for recruitment, which is relatively more cost effective and fast in reaching out to a diversified source of potential candidates.</p> <p>c. A new form of employee engagement arises. For example, to re-design the concept of physical office space and working hours; reduced face-to-face conversation with more on-line communication and social media.</p> <p>d. To strengthen the HRM reporting and data analysis and developing internal super-users to generate quality data. Proposals with statistical evidence will help business make sound decision.</p> <p>e. Increased need to collaborate with and manage the performance of external outsourced vendors.</p>

2.5 Legal Factors

In PESTLE Scan, legal factors refers to “both statutory as well as developments in case law (e.g., immigration, health care, water, cyber law, privacy, product liability, patent law, intellectual property, civil rights)”.

2.5.1 Global Trend

Legislative mandates and regulatory changes also induce significant impact to business strategies and HRM agenda. For example, “assume that an organisation has a strategy of creating competitive advantage by being a low-cost producer and that one of the external influences is the increased attention globally to the issue of income inequality”.³⁶

2.5.2 Local Development

A recent study revealed that about 30% of surveyed employees took leave because of work injury. Among them, 70% had to take three days leave or more.³⁷ “Safety first” is always emphasised by the government. In case there is work injury, it is not easy to find suitable replacement, especially for the jobs that require specialised skills (e.g. rock excavation). With an aim of enhancing the awareness on occupational safety and health (OSH) and fostering a positive safety culture in the workplace, the government is conscious in putting OSH on the regulatory agenda. For example, under the Construction Workers Registration (Amendment) Ordinance, which was just implemented in April 2015, construction workers who possess more than six years of experience before the enactment of the Construction Workers Registration Ordinance 2007, certified by their employers or labour unions and now have no less than 10 years’ experience, can register as skilled workers in their respective trades. According to the Construction Workers Registration Board, there are some 200,000 non-registered workers at present. It is estimated that 40% of them are eligible to register as skilled workers.³⁸

In addition, a number of legislations are put in place to reinforce the employees’

³⁶ Tharp, C. G. (2015) ‘Context Matters: Building Strategic HRM from the Outside In’ in Ulrich D., Schiemann, B. and Sartain, L. (ed.) *The Rise of HRM Wisdom from 73 Thought Leaders*. Alexandria, VA: HRM Certification Institute. P. 75-80.

³⁷ *Hong Kong Economic Times* (A24) of 1 April 2015.

³⁸ Source: *Apple Daily* (A19) of 11 February 2015.

wellness and fair treatment (e.g. Statutory Minimum Wage, Personal Data (Privacy) Ordinance, anti-discrimination ordinances and equal opportunities ordinances). Looking ahead, there will be more similar legislations in place, though they are still in the process of debates (e.g. Standard Working Hours and Import of Foreign Labour). Along with the growth of political sensitivity, employees are more geared towards putting up disputes or claims against their employers under the existing legislation and the increased support from the political parties. On the customer front, increasing protection on customer rights and consumerism are put into force in addition to the primary consumer protection laws. All in all, from the standpoint of employers, all these legislative and regulatory changes impose costs and operational restrictions on business. The business environment is getting more complicated and restrictive to employers. This imposes adverse impact on both SMEs and large organisations.

In Hong Kong, there is a shortage of HRM professional representatives or influencers in the government. In many cases, their practical findings on the draft legislation were not being considered carefully by the government. In order to minimise the impact of the possible loopholes or misunderstandings that may result in a legal dispute, HR professionals should engage in effective communication with employees or labour unions on the proposed legislative and regulatory changes. More time in lobbying before implementations of those policies is required.

Every country has its own legislative system, which can be quite different from one another. Nowadays, many businesses have already leveraged technology to develop their international markets. Therefore, there is an increasing need to appoint external legal advisors as internal consultants especially for any international business expansions or complex transactions of mergers and acquisitions.

2.5.3 Summary Views from Interviewees

- a. In recent years, more legislations have been put in place to ensure the employees' wellness and fair treatment. Examples are minimum wage, anti- discrimination, equal opportunities, personal data privacy. More restrictions to operate in the business environment. More expected to come in the future, e.g. the standard working hours, the import of foreign labour are in the process of debate.
- b. Increased protection on customer rights and consumerism.
- c. The employees are more inclined to put up claim on the employers given the existing legislation and the increased support from the political parties.
- d. Organisations are also exposed to increasing risks, compliance reporting and crisis management.
- e. In Hong Kong, there is limited HRM professional representation or influence in the government. In most occasions, their findings on the draft legislation are ignored by government officials.
- f. Every country has its own legislation system, which may be quite different from one another.

2.5.4 Potential Impact on Business Environment and Implications to the HRM Sector

Impact on Business Environment	Implications to the HRM Sector
<p>a. The business environment is getting more complicated and restrictive to employers. Additional employee benefits exert pressure on operating costs. This poses adverse impact on both SMEs and large organisations.</p> <p>b. Employers should maintain close communication with labour unions on the proposed policy changes. More time is required in lobbying before implementation. This will minimise misunderstanding or disagreements that may lead to a legal dispute.</p> <p>c. Organisations should maintain good relationship with political parties and government officials and exert influence as appropriate.</p> <p>d. Increased need to appoint external legal advisor as internal consultant.</p>	<p>a. HR professionals should have a good understanding of the law and provide business with any update on legislation and regulation development.</p> <p>b. It is important to enhance HRM presence in drafting new labour-related legislation. This will ensure that the drafts contain no unfair implications before open to public consultation.</p> <p>c. With the diversified sources of employees, HR professionals should have a broad understanding of the employment law of other countries, like China, United State in order to avoid any legal complications. It seems there is an increased need to engage external legal advisors in handling more complicated and sensitive employee issues.</p>

2.6 Environment Factors

In PESTLE Scan, environment factors refer to “*climate change, global sustainability with respect to the use of natural resources (including air, water, and land), mining, hydraulic fracturing, fossil fuels, clean energy, alternative energy sources*”.

2.6.1 Global Trend

Responsible organisations have managed to appeal to more investors and reduced their risks by proactively addressing stakeholder concerns. Nowadays, many organisations are interested in championing sustainable business in the form of Corporate Social Responsibility (CSR).³⁹

*Adapting for a Green Economy*⁴⁰ (a global survey report related to how private sector responded to climate change) revealed that many companies recognised climate change as a major threat as well as a key opportunity to business strategies. However, very few of the companies have been able to design a strategic response or explore how long-term climate risks will affect their markets. What this implies is organisations should enhance their capability of transforming information, awareness and projections into strategic action and innovation.

According to the regional HR leader quoted earlier, “*because of the climate change, catastrophes such as tsunamis, super typhoons, etc. have plagued / set back some countries in pursuing a more progressive development of their communication and infrastructure facilities. There are much publicised disasters which have affected the course of business in the region*”. Furthermore, he predicted that “*the environmental factors are bound to get worse because of climate change. There will be worse disasters which necessitates better preparation and more vigilance on the part of people in the region. It is about time that our citizens be more environmentally-conscious by planting more trees, avoiding deforestation and other acts that will be detrimental to our environment, practicing better garbage disposal, promoting pollution abatement, and the like. Businesses have to be prepared always. Competency-building measures among employees have to be instituted. Companies have to implement an integrated talent management system in their respective organisations.*”

³⁹ Rangan, K., Chase, L.A. and Karim, S. (2012) *Why Every Company Needs a CSR Strategy and How to Build It*. Harvard Business School Working Paper 12-088, 5 April.

⁴⁰ United Nations Global Compact, United Nations Environment Programme, Oxfam and World Resources Institute. (2011) *Adapting for a Green Economy: Companies, Communities and Climate Change – A Caring for Climate Report*.

In order to combat the coming in of new diseases, employees must be health-conscious and companies should start organising total wellness programmes”.

2.6.2 Local Development

In Hong Kong, many organisations adopt CSR to encourage a positive impact on their stakeholders – customers, employees and shareholders. Organisations also find this as an unintended advantage in terms of brand differentiation. Nevertheless, CSR initiatives have created extra operational expenses to the business. Some of their employees view the additional administration work as pro bono work on top of their regular duties; however, there are some employees see it as a valuable exposure and career development opportunity.

Employees of all levels should be more sensitive to other people’s feelings particularly when engaging in controversial matters. More grievances and complaints will only result in more investigations and impose unnecessary stress on the parties involved. The employer brand and the reputation of the individuals involved may be negatively affected as news, pictures and video clips could be widely spread through social media soon after the incident takes place.

In response to the government’s call for appropriate use of resources (e.g. photocopying process, electronic billing), those CSR initiatives result in an increase in regulatory compliance reporting, risk management, investigations of employees and customised skill training. In some organisations, CSR has become part of their organisational mission and strategy. For example, some law firms perform quite substantial amount of pro bono work for the society, which form a key component in the performance management system.

Natural resources are scarce and unfortunately, pressure for land is extreme in Hong Kong. Organisations need to bear high rent for offices.⁴¹ Under the often tight budget, businesses operating in Hong Kong need to think creatively to manage rental cost as well as leverage on the available resources in order to minimise other overhead expenses.

⁴¹ Hong Kong Economic Times (D3) / Hong Kong Economic Journal (A14) of 23 April 2015.

2.6.3 Summary Views from Interviewees

- a. Shortage of natural resources, mainly land, in Hong Kong. Organisations generally pay higher office rental.
- b. Increased sustainability of CSR to investors and to stakeholders. The main purpose is to create positive impact on customers or shareholders. This can also be a brand building initiative.
- c. The Government of the Hong Kong Special Administrative Region encourages business to adopt an appropriate use of resources, e.g. photo copying process, electronic billing. This results in an increase in compliance reporting, investigations of employees, and the required skill training.
- d. In some organisations, social responsibilities have become part of the organisational mission and strategy. For example, law firms and individual legal professionals perform increasing volume of pro bono work for the society, which could be included in the performance management system.

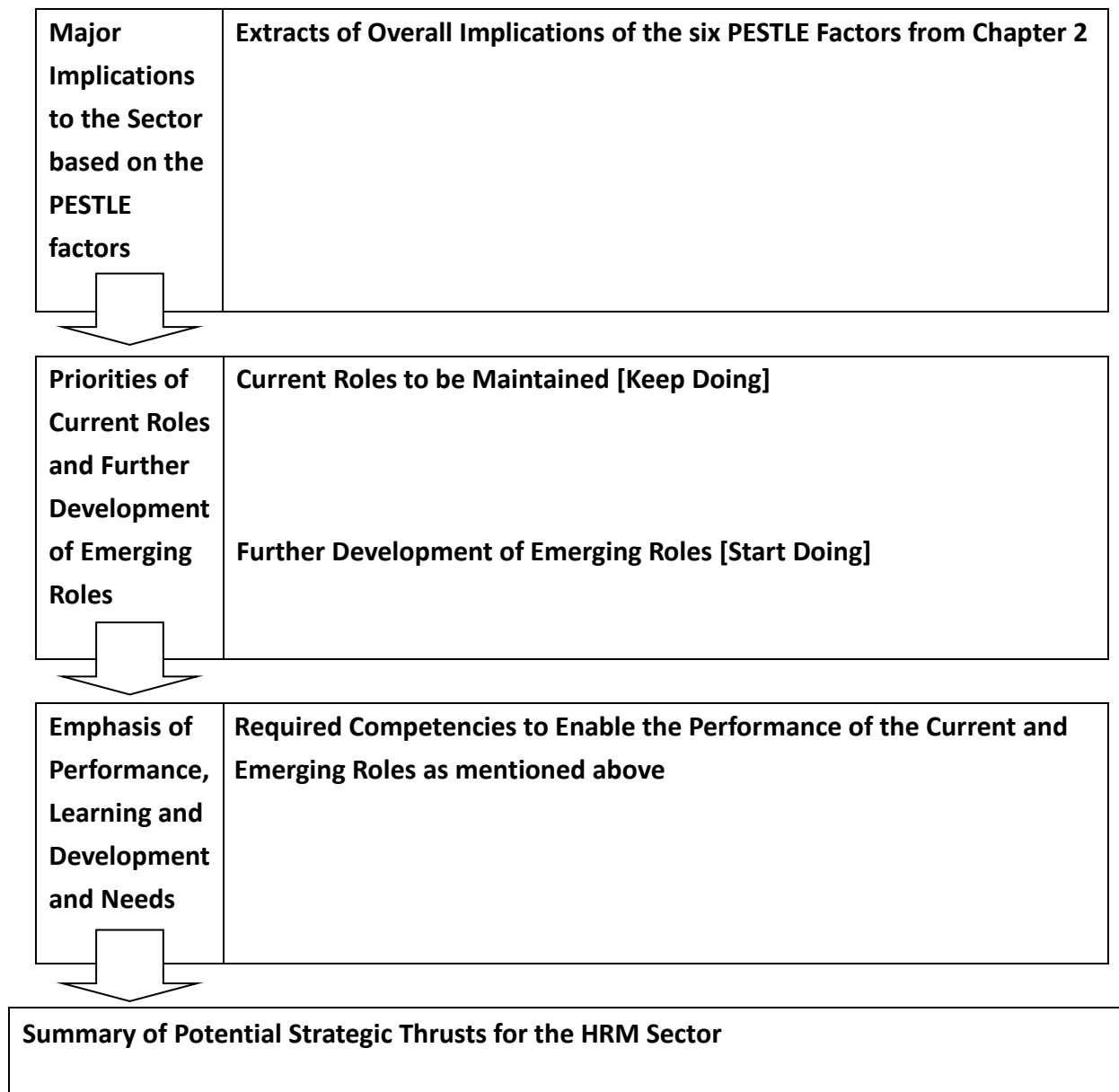
2.6.4 Potential Impact on Business Environment and Implications to the HRM Sector

Impact on Business Environment	Implications to the HRM Sector
<p>a. Sometimes CSR is treated as additional cost and administration effort to meet the requirement pertaining to compliance reporting and risk management.</p> <p>b. Employee of all levels should be more sensitive to other people's feeling. More grievances and complaints will result in more investigation and exert unnecessary stress on the parties involved. The organisation and the individual reputation can be negatively impacted very quickly as news, pictures and video clips will be widespread through social media within short period of time.</p> <p>c. Due to shortage of resources such as land in Hong Kong, organisations tend to pay high rent. Under a tight budget, organisations generally need to come up with different or innovative ideas to manage cost.</p>	<p>a. To take on the challenges, HR professionals are expected to:-</p> <ul style="list-style-type: none"> • Implement a system in recognition of pro bono work • Provide training to enforce execution of compliance commitment • Establish a communication channel of identified risks to senior management • Advise business to maintain a right balance of potential risk and desirable business performance. <p>b. HR professionals should be aware of the trends and legislation in relation to environment protection initiatives.</p> <p>c. Very often CSR activities fall under the responsibilities of HRM organisation. This requires HR professionals to work and collaborate with multiple external parties, and possess working knowledge on areas like IT, finance, promotion and marketing.</p>

End of Chapter 2

Chapter 3 Implications to the Strategic Development of the Sector

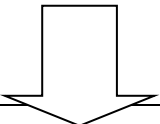
Based on the global trends and local development of the six PESTLE factors identified, the implications to the strategic development of the sector were discussed and explored. The “logic” of how the suggested implications were derived can be illustrated as below:-



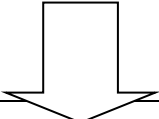
Details of the suggested implications and potential strategic thrusts are presented in the above-mentioned flow as follows:-

Major Implications to the Sector based on the PESTLE factors	<p>Extracts of Overall Implications of the six PESTLE Factors from Chapter 2</p> <p><u>Implications to Functional Area: Organisation Development and Human Resource Strategy</u></p> <ol style="list-style-type: none"> 1. The need to keep abreast of the political environment and changes at local, national and international levels. 2. Add value to senior management team's strategic discussions and decisions with increased knowledge of the development of political and other environmental scanning factors. 3. Increased need for diversified skills in taking up non-traditional tasks e.g. business continuity plans. 4. Increased need for strategic HR professionals as part of the senior management team:- <ul style="list-style-type: none"> • Motivating and bringing the best out of the existing team • Bringing in talents in support of business expansion plans • Managing people safety and business continuity plans at times of social unrests 5. HRM team drives the process of continuous review of its function efficiency and effectiveness with appropriate prioritisation, standardisation or outsourcing. 6. The increased specialisation may reduce the exposure of the HRM team. Yet, they are required to be strategic business partner. Learn to speak the right language with business, build trust worthy relationship, and develop stronger business acumen. <p><u>Implications to Functional Area: Human Resource Policies and Processes</u></p> <ol style="list-style-type: none"> 7. Look into outsourcing opportunities such as recurring, transactional and administrative tasks e.g. payroll and leave management. This will save the HRM effort to more complicated issues. 8. The increased use of social media for recruitment, which is relatively more cost effective and fast in reaching out to a diversified source of potential candidates. 9. A new form of employee engagement arises. For example, to re-design the concept of physical office space and working hours; reduced face-to-face conversation with more on-line communication
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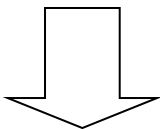
	<p>and social media.</p> <p>10. To strengthen the HRM reporting and data analysis and developing internal super-users to generate quality data. Proposals with statistical evidence will help business make sound decision.</p> <p>11. Increased need to collaborate with and manage the performance of external outsourced vendors.</p> <p><u>Implications to Functional Area: Compliance and Risk Management</u></p> <p>12. The need to learn and be prepared to deal with “business issues becoming political”, unionism and more active labour movements.</p> <p>13. Be more strategic and sensitive when communicating with multiple stakeholders, who may have opposing views and sentiments towards the concerned issues.</p> <p>14. HR professionals should have a good understanding of the law and provide business with any update on legislation and regulation development.</p> <p>15. It is important to enhance HRM presence in drafting new labour-related legislation. This will ensure that the drafts contain no unfair implications before open to public consultation.</p> <p>16. With the diversified sources of employees, HRM should have a broad understanding of the employment law of other countries, like China, United State in order to avoid any legal complications. Increased need to engage external legal advisors in handling more complicated and sensitive employee issues.</p> <p><u>Implications to Functional Area: Employee Engagement</u></p> <p>17. Employee engagement is more challenging with the multiple generations, ethnic backgrounds and qualifications among the same workforce.</p> <p>18. Some suggestion that HRM cycle should start earlier from pre-graduation and extend to post-retirement. This may involve the set up of alumni for ex or retired workers and mentor-mentee programs for youths.</p> <p>19. HR professionals should be aware of the trends and legislation in relation to environment protection initiatives.</p>
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	<p>20. Very often CSR activities fall under the responsibilities of HRM organisation. This requires HR professionals to work and collaborate with multiple external parties, and possess working knowledge on areas like IT, finance, promotion and marketing.</p> <p><u>Implications to Other Functional Areas</u></p> <p>21. Be open and frank to the business about the labour market. Do not over commit on the hiring needs required by business.</p> <p>22. HR professionals have to think beyond the traditional recruitment and retention, succession planning, learning and development strategies. There should be a stronger emphasis on positive engagement experience. Succession planning cycle needs to be shortened and split into few more stages in view of the high staff turnover.</p>
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Priorities of Current Roles and Further Development of Emerging Roles	<p>Current Roles to be Maintained [Keep Doing]</p> <ol style="list-style-type: none"> 1. While HRM team should keep on carrying out the fundamental or traditional functions, there is a strong need to drive for improvement in efficiency through automation or outsourcing. Delegation of the routine and administrative tasks to the HRM operation team, partner with business to take up an HR advisory role. 2. The increase in use of social media in talent management. Innovative in thinking different ways in managing staff of diversified ethnic culture and personal values, and of different age groups. 3. Strengthen the business advisory role. Participate in their business review and planning meetings, and be familiarised with the business environment, market and industry trends, and major competitors' practices. Be frank to tell them the reality and current trends of the labour market, resulting in better linkage between people strategy and business strategy. 4. Continue to engage in collaboration with other professions and resources such as university, lawyers, finance, IT, etc. in managing workforce challenges, generate talents pool in alignment with business development, expanding the knowledge base of the HRM teams, etc. 5. Increased importance of managing outsourced vendors or external advisors, ensuring their performance is subject to evaluation and of high quality, and in alignment with company objectives. <p>Further Development of Emerging Roles [Start Doing]</p> <ol style="list-style-type: none"> 1. HRM function should start earlier to identify and develop pre-graduate talents in line with the organisational culture, aiming for early engagement and loyalty if they join the organisation later upon graduation. The retired and retiring employees also need to be taken care of. Post retirement activities help to maintain the experiences and knowledge within the organisation. These are important back up resources to organisation in case of crisis. These activities also serve the purpose of employer branding and CSR. 2. HR professionals should develop as executive coach and business advisor to senior leadership team, through job rotation within HRM team and other business functions as appropriate. This would help enhance the business knowledge and build cross functional connections.
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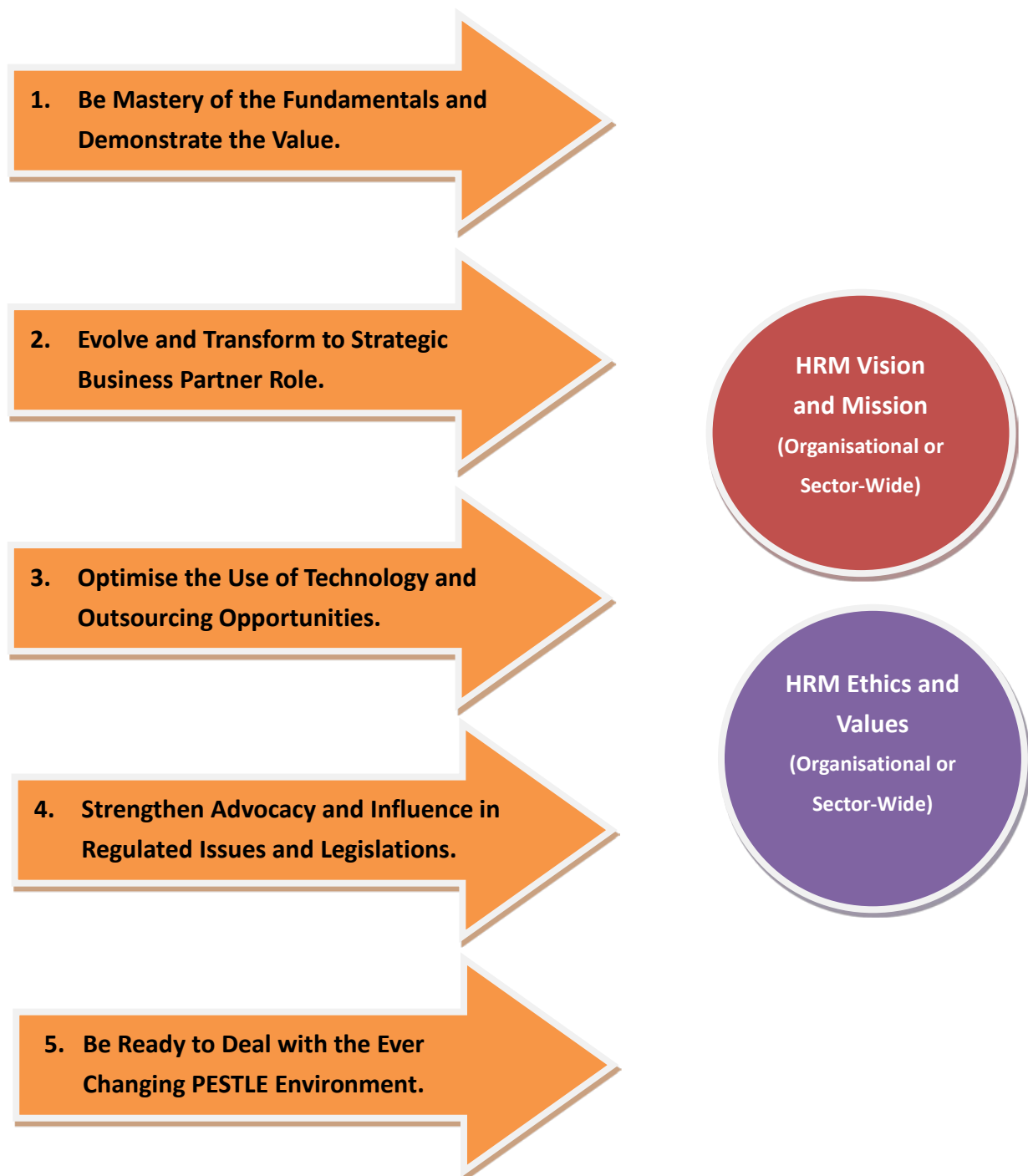
	<ol style="list-style-type: none">3. Strategic manpower planning. Should identify the long term HRM plan (say 3 years) that is aligned with the long term business strategy, and the HRM team can leverage on the big data analysis in supporting the recommendations with quality data.4. Focus more on business sustainability and corporate social responsibilities. Introduce training for the sensitivity of human issues, and ensure compliance to the policies and procedures.5. Be an expert of employment and HRM related laws and regulations. Communicate widely to all levels of staff on the sensitivity, and recommend changes in policy and procedures when necessary. Be more vocal and critical on the comments of HRM-related legislation, so as to gradually increase the influence on the local government.
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Emphasis of Performance, Learning and Development Needs	<p>Required Competencies to Enable the Performance of the Current and Emerging Roles as mentioned above</p> <p><u>Related to Performing Strategic HRM and Business Partner Role</u></p> <ol style="list-style-type: none"> 1. All levels of HRM team should have good understanding of business practice, and able to speak the right business language with other subject experts, through the taking of other non HRM related subjects, e.g. finance, IT, law, psychology, etc. 2. In order to be a change champion, HRM leaders should be familiar with the change management models and the associated competencies that work for their industries and organisations. Be proactive in pointing out potential risks to management. 3. Able to conduct long term strategic manpower planning, in alignment with long range business plans. Be innovative in thinking out new ways for employee engagement and succession planning. 4. Build trust worthy relationship with business heads. HR professionals have access to business plans and can provide input to business directly as needed. 5. Be an employee advocate. HRM plays an integral role in driving organisation success through their knowledge about and advocacy of people (employees of all levels). HRM will help create and sustain a positive and encouraging working environment. HRM should show empathy, act with integrity and possess good communication and influencing skills. 6. Help foster a performance culture and an engaged workforce for the organisation. <p><u>Related to the Use of Technology in HRM and Other Areas</u></p> <ol style="list-style-type: none"> 7. Develop internal super-users of HRM systems and data analytical tools, such that HRM reporting and recommendations are more convincing with solid business data. 8. The increased use of social media in recruitment, management of staff of diversified values, culture and nationalities. Other competencies include project management, risk management, business planning, and corporate social responsibility.
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Summary of Potential Strategic Thrusts for the HRM Sector

Based on the desktop research and inputs from interviewees as described above, five strategic thrusts or directions are suggested for the sector's review of its roles and opportunities. An illustration of the five strategic thrusts is shown as below.



More suggestions for each strategic thrust are highlighted as follows:-

1. Be Mastery of the Fundamentals and Demonstrate the Value.

- *Build employer brand.*

Forward-looking organisations realise the need to leverage on all possible means to attract and retain high performers. HR professionals have a vital role in defining the employer brand by creating positive employee experience (i.e. ongoing employee engagement and employee relations). In order to build a good employer brand, HR professionals need to be open-minded yet realistic when advising senior management about the labour market in relation to the dynamic business environment. With thorough market analyses, business is able to engage in more ambitious manpower planning.

- *Be innovative in talent management and employee communication.*

The ongoing cycle of talent acquisition, development and retention is undoubtedly an important yet challenging. To achieve this with results, it would be beneficial to study carefully the best practices and approaches that are already implemented by competitors or other industries. However, some sectors may be more challenging (e.g. senior nursing homes where the staff ratio is regulated by government in order to prevent any compliance issues). When working with different internal and external stakeholders, HR professionals are advised to be very sensitive to their different views, interests and sentiments.

- *Demonstrate the value of HRM practices.*

HRM is moving away from the traditional personnel and administration role towards a business partner role which contributes to and drives the strategic people agenda for business success. This new role of HRM involves formation of people strategy and using HRM metrics and measurements to demonstrate value.

2. Evolve and Transform to Strategic Business Partner Role.

- *Expand into the strategic arena.*

Beyond designing competitive reward strategy to attract and retain talents, HR professionals also need to integrate the critical HRM functions into the various measures of organisational success (e.g. cost management so as to maximise shareholder value). They should also actively drive the continuous review of function efficiency and effectiveness with appropriate prioritisation, standardisation or outsourcing / insourcing decisions.

- *Be part of the senior management team.*

There are increasing needs for strategic HR professionals to be part of the senior management team to proactively advise the business in workforce planning, resourcing, employee engagement, talent management and development, occupational health and safety, and business continuity or workforce contingency plans at times of disastrous disruption, political instability or social unrests.

- *Shift the paradigms of HRM.*

With the goal of sustaining organisational success, it is inevitable that the business needs to pursue effective practices that are aligned with the global HRM trends whilst considering local industry practices and limitations. HR professionals therefore should think creatively and act beyond the traditional HRM practices. In order to overcome business challenges, HRM cycle should be extended from pre-graduation to post-retirement. One approach would be to establish mentor-mentee programmes where alumni employees or retirees would advise, share first hand workplace experiences and challenges as well as offer valuable career advice to young people. Moreover, in view of the ageing population in Hong Kong and severe staff turnover, succession planning should be in place in different levels and stages.

3. Optimise the Use of Technology and Outsourcing Opportunities.

- *Focus on strategic HRM functions, while streamlining administrative or operation procedures.*

With the increasing costs of talents, HR professionals should consider more cost effective options for the recurring administrative tasks such as outsourcing the payroll and absence management functions. This allows staff to maximise their time and resources to further build on the core operations and to manage more complicated issues that require in depth industry knowledge. The benefits could only be optimised when HRM practitioners become more specialised in strategic HRM functions whilst required to deal with the fundamental HRM functions. To ensure the business standards are adhered to, the performance of external outsourced vendors should be closely monitored.

- *Operate in a data-driven approach.*

There is a need to strengthen HRM reporting and analytics, and develop internal capability in adopted Enterprise Resource Planning / HRM software systems for making rational and evidence-based manpower decisions.

- *Optimise the use of technology and social media.*

With the gradual transition to integrate technology and social media into the core business operations, there is a trend to re-design the concept of physical office space, working hours and employee engagement. Use of social media for recruitment is proven to be cost effective compared to traditional hiring means. In particular to the organisations with overseas operations, HR professionals are starting to engage in fewer face to face meetings but through online communication channels.

4. Strengthen Advocacy and Influence in Regulated Issues and Legislations.

- *Gain a greater awareness of local, national and international politics and cultures to build a stronger professional image.*

With a stronger awareness of local, national and international business and social environment, HR professionals can better manage the outcomes of controversial

HRM related issues especially when the business environment is getting more globalised. It is worthwhile for HR professionals to strengthen their network with internal and external stakeholders particularly when dealing with critical issues.

- *Increase the influence by involving in government advisory and statutory bodies.*

It is important to involve HRM in the development of new labour related legislations to ensure that the drafts or any proposals are objective and have fair implications on stakeholders before proceeding to public consultations. HR professionals would be able to identify and address potential strategic or operational pitfalls or challenges during the early drafting stage.

- *Engage external legal advisors in handling complicated employee issues.*

With the global trend of employing talents from multi-cultural backgrounds and nationalities, HR professionals are advised to have a broad understanding of the labour laws of different jurisdictions (e.g. China, United States and South East Asia) and work with external legal advisors on complicated and sensitive employee matters where appropriate.

5. Be Ready to Deal with the Ever Changing PESTLE Environment.

- *Provide assistance to or facilitate the top management team to conduct environmental scan on a regular basis.*

HR professionals must have a comprehensive understanding of the labour legislations and trends in the capacity of business partner or organisational advisor. They should also take the initiative to share regular updates on the laws, best HRM practices and workforce trends with senior management and function heads. This is likely to have substantial implications on their decision making regarding manpower planning and retention strategies.

HR professionals should keep abreast of the progress and impact of change management taking place in their own organisations. They should promote the importance of change management and adopt the change management models appropriate for their industries and organisation culture.

- *Pursue lifelong learning.*

The increased specialisation may reduce the exposure of the HRM team. Yet, they are required to be strategic business partner. Learn to speak the right language with business, build trust worthy relationship, and develop stronger business acumen.

HR professionals are encouraged to continue to acquire learning on a variety of disciplines on top of HRM such as finance, information technology, law, business management, change management, leadership, project management, advanced communication skills, etc.

[End of Chapter 3](#)

Chapter 4 Concluding Remarks

The role of HR professionals has been evolving. As discussed in the previous chapters, their role is increasingly strategic in a knowledge-based economy. This calls for HR professionals to become strategic partners to the organisation in terms of contributing to business decisions, providing informed advice on critical transitions and optimising the available human capital.

In order to make the shift from the current role to the emerging strategic partner role effectively, HR professionals should be better equipped for changes in their professional knowledge, skills and most importantly attitudes towards their profession.

Based on the desktop research and comments collected from interviewees in Phase I Environmental Scan, five strategic thrusts or directions are suggested for the sector's review of its roles and opportunities. The five potential strategic thrusts are:-

- 1. Be Mastery of the Fundamentals and Demonstrate the Value.**
- 2. Evolve and Transform to Strategic Business Partner Role.**
- 3. Optimise the Use of Technology and Outsourcing Opportunities.**
- 4. Strengthen Advocacy and Influence in Related Issues and Legislations.**
- 5. Be Ready to Deal with the Ever Changing PESTLE Environment.**

It is undeniable that the business environment of the HRM sector will keep changing. As one of the leading cities in Asia and the world, Hong Kong should take proactive measures to catch up with the global development. Through setting up the foundation for education and training, the QF advocated by the Education Bureau serves as an imperative tool to prepare the sector for the future. It also sets the standards for Human Resource Management and Development. Upon accomplishing the above missions, the QF can definitely contribute to the sector's development, and hence the competitiveness of the overall workforce, in both private sectors and public sectors of Hong Kong.

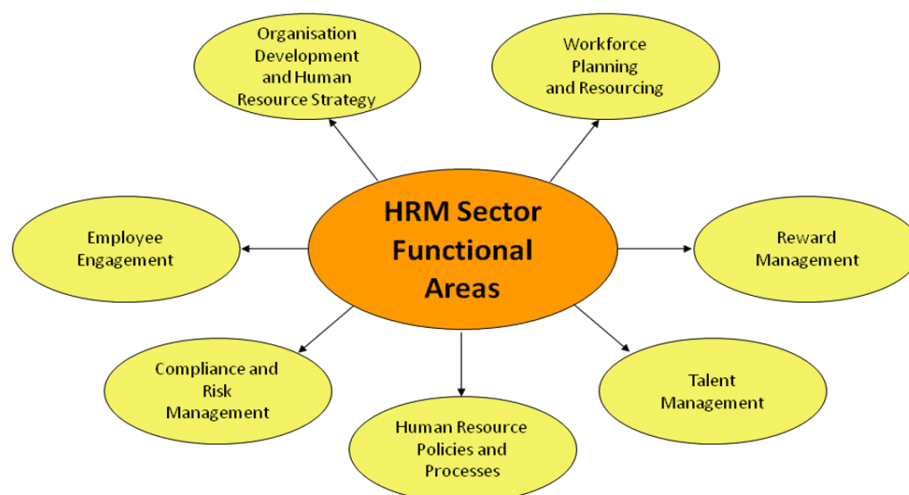
End of Chapter 4

Appendix I: Functional Areas of the Human Resource Management (HRM) Sector

Introduction

Completely different from other sets of QF developed for the 21 industries, the present project is to develop a cross-industry framework covering organisations of diverse sectors (public, private), natures (incorporation, branch, representative office), types (company limited by shares, company limited by guarantee, listed), industries (such as real estate, pharmaceutical, telecom), sizes (mega, medium, small), structures (functional, divisional, matrix), cultural backgrounds (local, Chinese, multinational). Hence, the project complexity is relatively high.

To begin with the end in mind, the framework will consist of a number of functional areas, which can be generically applied to a broad number of HRM roles within a variety of organisations. Each of the defined competencies will be relevant and clear enough to ensure that everyone shares a common understanding of what the standard should look like in the general context. This common understanding will then turn to become the benchmark for organisation development, manpower planning, recruitment, talent development, performance management, etc. The CITAC for HRM has defined broadly seven main functional areas for the HRM sector. Below is the chart depicted the scope of the HRM sector in Hong Kong.



In accordance with this broadly defined scope, and with cross-industry input, a full set of Specification of Competency Standards (SCS) for the HRM sector will be established.

Major Functional Areas

The seven functional areas defined by the CITAC for the HRM cover the full spectrum of HRM practices. Based on the initial findings from the environmental scan, the service team identified the key activities of each of the defined functional areas as follows:-

1. Organisation Development and Human Resource Strategy

- Understand the key business drivers: business strategy, workforce trends, anticipated skills shortage and loss of tacit knowledge, technology and innovation, in order to formulate a prioritised HRM strategy to meet the workforce requirements for organisational performance
- Identify opportunities and risks, then transform into actionable insights and solutions and build a compelling case for a change
- Ensure the organisation culture and core values support and enhance organisation performance and adaptability
- Initiate and design organisation development interventions (e.g. organisation diagnosis, culture enhancement, team building and conflict resolution) to drive the appropriate performance, culture and behaviours
- Provide leadership on change management strategy, planning and implementation, engage senior leaders of the organisation throughout the change process and ensure that they are aligned and in full support of the change

2. Workforce Planning and Resourcing

- Understand the current and future labour market including current talent levels, future skills demand and potential attrition
- Develop resourcing plan that maximise the benefits of organisational talents, align with employer brand and contain organisational cost
- Design and implement recruitment strategy through selection of appropriate recruitment channels to get access to a diverse workforce with the required skill sets
- Shape organisational understanding of relevant areas of employment laws, regulations and policy that affect resourcing, recruitment and selection
- Lead and monitor the selection and assessment processes to ensure fair treatment, equality and diversity

3. Reward Management

- Design and develop total reward strategy that include extrinsic (e.g. pay and employee benefits) and intrinsic (e.g. work environment and learning and development opportunities) components in enhancing performance and employee motivation
- Ensure all reward policies, processes and practices are legally compliant, cost effective and consistently deployed in line with organisation's core values and strategy to attract (external) and retain (internal)
- Conduct regular internal pay and benefits reviews to ensure alignment and competitiveness against external market, using external benchmark data available as reference
- Design cost-effective variable pay (e.g. short-term and long-term incentive schemes) mechanisms to drive performance and achieve employee retention
- Monitor and evaluate the outcomes of reward policies, procedures and practices to ensure they are in line with organisational strategies and make recommendations for improvement where appropriate

4. Talent Management

- Anticipate and meet the changing demands and requirements for leadership and skills within the organisation
- 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
- 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
- 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
- Ensure disciplinary procedures and policies are in place for managing poor performance or behaviours

5. Human Resource Policies and Processes

- Ensure customer-focused HRM service delivery across the whole employee lifecycle (i.e. recruitment-on boarding-orientation-career planning- career development-exit)
- Enhance effectiveness of HRM solutions and service delivery through building and improving HRM practices and procedures, by translating and applying relevant HRM knowledge
- Adopt project management approach and establish processes to enable effective and cost efficient HRM service delivery to all levels within the organisation
- Provide senior leaders of the organisation with timely, accurate and meaningful HRM data (analytics) to support business performance and sustainability
- Ensure information from HRM data delivered to managers and employees is zero error and that human resource data is managed professionally and ethically

6. Compliance and Risk Management

- Ensure all HRM principles, policies, procedures and practices are compliant with the law, consistently deployed in line with the organisation's stated values and the principle of equal opportunities and diversity
- Ensure clear policies and procedures in place to resolve individual and collective conflicts at work as well as handle employee grievances
- Lead consultations and negotiations with employee representatives, including trade unions which are lawfully established at organisational level, using appropriate methods for dealing with collective trade disputes (e.g. conciliation, mediation and arbitration)
- Ensure a hazard free, hygienic and safe working environment is provided for employees during their employment by practising the standards set forth by Occupational Safety and Health Ordinance
- Identify and address human capital risks (e.g. succession planning for key roles, hiring and retaining top talent, labor negotiations and an aging workforce)

7. Employee Engagement

- Develop employee communication strategies and channels at workplace so that employees understand the vision, mission, values and the related employee relations policies and procedures, to promote healthy relationship with employees
- Engage senior leaders to identify key drivers of employee engagement and put policies and practices in place to ensure employees feel involved in decisions affecting

their work life and are recognised and committed to organisational objectives

- Conduct and monitor employee engagement level at a regular interval through relevant metrics and evaluation techniques and communicate findings to senior leaders of the organisation
- Design and develop policies and programmes to ensure employee wellness and work with management to ensure good work-life balance for employees
- Drive and promote CSR projects and initiatives as part of employee engagement initiatives

End of Appendix I

Appendix II: Distribution of Units of Competency (UoCs) at Each Functional Area and QF Level

QF Level	Organisation Development and Human Resource Strategy	Workforce Planning and Resourcing	Reward Management	Talent Management	Human Resource Policies and Processes	Compliance and Risk Management	Employee Engagement	Total by QF Level
7	4	0	2	1	0	0	0	7
6	9	3	7	8	3	5	8	43
5	11	17	14	14	14	11	8	89
4	1	10	6	3	12	12	5	49
3	0	2	1	2	3	5	3	16
2	0	2	0	0	2	1	0	5
1	0	0	0	0	0	0	0	0
Total by Functional Area	25	34	30	28	34	34	24	209

End of Appendix II

Appendix III: Applications of the Qualifications Framework (QF) for the Human Resource Management (HRM) Sector

This collection of 209 units of competency (UoCs) for the HRM sector is the first cross-industry specification of competency standards (SCS). It represents the achievement of collective efforts and intelligence of HR professionals who are from a wide range of industries, geography, organisation sizes and HR organisation structures. Each UoC consists of eight items, namely:-

1. Title
2. Code
3. Range
4. Level
5. Credit
6. Competency
7. Assessment Criteria
8. Remarks

The QF levels of all UoCs are benchmarked in accordance with the QF generic level descriptors (GLD), while the QF credits are benchmarked to similar UoCs identified from other industries under the QF.

The SCS for HRM sector aims to cover as many HR functions and tasks as possible, however, the service team understands that there are still limitations in its use. The service team would remind the users to confirm its validity in their own situations.

Considering the implications revealed from the environmental scan as a basis to identify job required competencies, a constructive and visionary platform of building QF for the HRM sector in Hong Kong is established. The competencies developed will be more relevant and useful for HR professionals across various HRM practices, including but not limited to recruitment, retention, succession planning, learning and development.

Competencies, which describe skills, knowledge and abilities required for different tasks, form the fundamentals of different talent management processes. As an example in developing an individual employee, HR professionals will first identify the required competencies for a certain role, assess the individual against those competencies, and identify gaps if any. HR professionals provide training or learning opportunities to bridge the gaps and strengthen the competencies of the individual.

QF offers a wide range of applications.

To Employers:-

- Identify skill gaps and training needs
- Design in-house training programmes
- Enhance the effectiveness of HRM

To Employees:-

- Encourage lifelong learning
- Widen the choice of suitable learning programmes
- Recognise prior experience and competency

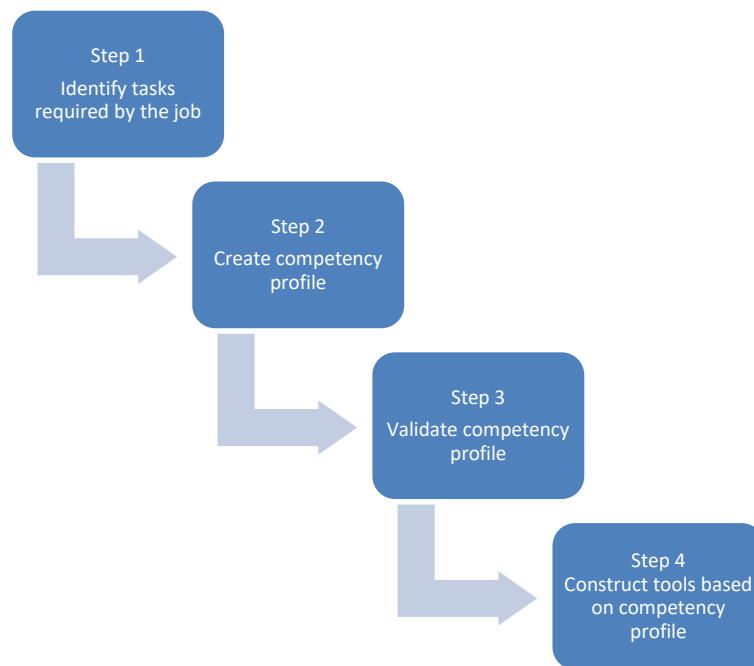
To Training Providers:-

- Design outsourced training programmes to meet the needs of the client companies
- Develop SCS-based programmes
- Enhance the quality of programmes to align with QF development

Customising QF for Different Applications

The QF outlines the competencies required by the HRM sector in Hong Kong which is organised under the hierarchy of functional areas, functions and tasks. Since the competency standards provided in the QF is tasks-based, for applying to employees holding different jobs, the QF users need to go through a simple customisation process to choose tasks relevant to the specified job from the seven functional areas.

By applying the customisation process, an instrument is developed which depicts clearly the knowledge, skills and abilities a job holder should possess, for different jobs. There are two main purposes of the customisation process: to customise the competency profile to (i) the requirements of different jobs (i.e. matching) and (ii) different people management processes (i.e. HRM tool development). The following illustrates the procedures of creating the job profile for a particular job.



Step 1: Identify tasks required by the job

The QF user defines the roles / responsibilities of the specific job by referring to the job description in order to discern the tasks that the individual must perform. The QF user can then make use of the QF by surfing the tasks in different key functions of the seven functional areas and choose tasks that are required to perform by the job holders.

Step 2: Create competency profile

With the identified job tasks in hand, the QF user can find out the competency requirements of a position simply by referring to the QF. The QF user can compile the competency profile handily by consolidating all the competency requirements.

Step 3: Validate competency profile

The draft of the competency profile should be reviewed by existing job holders and supervisors. This process ensures that the competency profile can be streamlined or if there are any missing competencies that should be included. Employees can add additional information specific to the industry's environment or customise the descriptions to better describe the working situation of the organisation.

Step 4: Construct tools based on competency profile

Up to this point, the matching process is completed and all the required competencies are identified. The QF user can transfer the competency requirements into assessment tool for various HRM processes.

End of Appendix III

Specification of Competency Standards (SCS) of the HRM Sector

Part 2: Functional Matrix (P.1-25)

1. Organisation Development and Human Resource Strategy

QF Level	Organisational / Corporate Strategic Planning and Management	Human Resource (HR) Strategy	Organisation's Vision, Mission, Values (VMV) and Culture	Organisation Development (OD)	Change Management
7	<p>Establish and lead the human resource (HR) agenda in the organisation's strategic planning</p> <p>106904L7 Credit: 7 Page: 1</p>	<p>Forecast human capital needs with due regard to socio-economic trends and the organisational developments and strategies</p> <p>106909L7 Credit: 7 Page: 6</p>			
7	<p>Create human resource (HR) strategies as a strategic business partner and key member of the board of directors or top management team</p> <p>106906L7 Credit: 7 Page: 2</p>	<p>Formulate and align human resource (HR) strategies with the organisation's strategic plan</p> <p>106910L7 Credit: 7 Page: 7</p>			
6	<p>Determine impact of the organisation's strategic plan on human capital</p> <p>106908L6 Credit: 6 Page: 3</p>	<p>Translate human resource (HR) strategies into operational systems and procedures</p> <p>106913L6 Credit: 6 Page: 8</p>	<p>Facilitate development of the organisation's vision, mission, core values (VMV) and behavioural expectations</p> <p>106915L6 Credit: 6 Page: 12</p>	<p>Investigate and devise drivers of organisational effectiveness</p> <p>106919L6 Credit: 6 Page: 16</p>	<p>Design change objectives and management plans</p> <p>106923L6 Credit: 6 Page: 20</p>

QF Level	Organisational / Corporate Strategic Planning and Management	Human Resource (HR) Strategy	Organisation's Vision, Mission, Values (VMV) and Culture	Organisation Development (OD)	Change Management
6		Design metrics to measure the effectiveness of human resource (HR) strategies 106914L6 Credit: 6 Page: 9	Align the organisation's vision, mission, core values (VMV) and behavioural expectations 106918L6 Credit: 5 Page: 13	Design organisation development (OD) interventions, programmes and processes to address business needs 106920L6 Credit: 6 Page: 17	Evaluate effectiveness of change initiatives 106928L6 Credit: 5 Page: 21
5	Develop human resource (HR) related analysis to support organisational strategy development 106905L5 Credit: 5 Page: 4	Adopt appropriate strategies to obtain acceptance and support from major stakeholders in the human resource (HR) strategy development process 106911L5 Credit: 5 Page: 10	Promote the organisation's vision, mission, core values (VMV) and behavioural expectations 106916L5 Credit: 5 Page: 14	Identify and translate competitive advantages of the organisation to core competencies 106921L5 Credit: 5 Page: 18	Identify major stakeholders and assess their change readiness 106924L5 Credit: 5 Page: 22
5	Implement the organisation's strategic plan in the human resource (HR) context 106907L5 Credit: 5 Page: 5	Promote and support corporate governance initiatives 106912L5 Credit: 5 Page: 11		Identify competency gaps and recommend solutions to improve organisational performance 106922L5 Credit: 5 Page: 19	Identify change champions to implement change 106925L5 Credit: 5 Page: 23

QF Level	Organisational / Corporate Strategic Planning and Management	Human Resource (HR) Strategy	Organisation's Vision, Mission, Values (VMV) and Culture	Organisation Development (OD)	Change Management
5					<p>Articulate the business case or reasons for change</p> <p>106926L5 Credit: 5 Page: 24</p>
5					<p>Facilitate change and deal with resistance to change</p> <p>106927L5 Credit: 6 Page: 25</p>
4			<p>Organise and execute ongoing programmes that demonstrate the linkage between organisational culture and core values</p> <p>106917L4 Credit: 5 Page: 15</p>		
3					
2					
1					

2. Workforce Planning and Resourcing

QF Level	Workforce Planning and Strategy	Recruitment Policy and Procedures	Recruitment Channels and Methods	Assessment, Selection and Employment Offer	Onboarding New Employees	Employer Branding and Reputation Management
7						
6	Design resourcing strategy and plan 106930L6 Credit: 6 Page: 26					Develop employee value proposition and design employer branding strategy 106959L6 Credit: 6 Page: 55
6						Design policies, channels and activities to facilitate internal and external communications 106960L6 Credit: 6 Page: 56
5	Analyse current resource level and anticipate future skills demand and potential attrition 106929L5 Credit: 5 Page: 27	Develop recruitment policies and procedures 106936L5 Credit: 5 Page: 33	Assess potential recruitment agencies / vendors 106941L5 Credit: 5 Page: 37	Provide training and support to the hiring manager on hiring and selection process 106946L5 Credit: 6 Page: 43	Develop onboarding process and procedures 106955L5 Credit: 5 Page: 52	Advocate the organisation's core values with positive employee experience 106958L5 Credit: 5 Page: 57

QF Level	Workforce Planning and Strategy	Recruitment Policy and Procedures	Recruitment Channels and Methods	Assessment, Selection and Employment Offer	Onboarding New Employees	Employer Branding and Reputation Management
5	Validate headcount levels and skills requirements 106931L5 Credit: 5 Page: 28	Develop recruitment process 106937L5 Credit: 5 Page: 34	Negotiate service terms and conditions with recruitment agencies / vendors and conduct regular review on their performance 106942L5 Credit: 6 Page: 38	Devise and implement interview process of senior positions 106948L5 Credit: 6 Page: 44		Manage the recruitment process to deliver positive candidate experience 106962L5 Credit: 5 Page: 58
5	Validate effectiveness of workforce planning and strategy, and monitor expenditure against budget 106935L5 Credit: 5 Page: 29	Develop policies to facilitate internal employee mobility 106938L5 Credit: 5 Page: 35	Validate effectiveness of the existing recruitment channels and methods 106944L5 Credit: 5 Page: 39	Source and apply appropriate assessment tools 106950L5 Credit: 5 Page: 45		
5		Validate effectiveness of recruitment policies and procedures 106939L5 Credit: 5 Page: 36		Implement the approval process of employment offer 106951L5 Credit: 5 Page: 46		

QF Level	Workforce Planning and Strategy	Recruitment Policy and Procedures	Recruitment Channels and Methods	Assessment, Selection and Employment Offer	Onboarding New Employees	Employer Branding and Reputation Management
4	Complete employee cost and recruitment budget for functional expenses 106932L4 Credit: 4 Page: 30		Search for recruitment channels suitable for the specific operating markets 106940L4 Credit: 4 Page: 40	Assess candidate's background and experience against job requirements through initial screening 106947L4 Credit: 4 Page: 47	Organise and execute induction and orientation programme 106957L4 Credit: 5 Page: 53	Organise appropriate events or produce communication tools to promote the organisation 106961L4 Credit: 4 Page: 59
4	Compile valid job specifications and descriptions 106933L4 Credit: 4 Page: 31		Complete recruitment content details and deploy the identified recruitment channels and methods 106943L4 Credit: 4 Page: 41	Interview candidates for junior positions 106949L4 Credit: 5 Page: 48		
4			Monitor recruitment budget 106945L4 Credit: 4 Page: 42	Execute the process of making an employment offer 106952L4 Credit: 4 Page: 49		

QF Level	Workforce Planning and Strategy	Recruitment Policy and Procedures	Recruitment Channels and Methods	Assessment, Selection and Employment Offer	Onboarding New Employees	Employer Branding and Reputation Management
3	Confirm expenses details of employee cost and recruitment budget 106934L3 Credit: 3 Page: 32				Work with relevant departments to prepare necessary resources for new employees 106956L3 Credit: 3 Page: 54	
2				Schedule interviews with applicants 106953L2 Credit: 2 Page: 50		
2				Handle and file information of the unsuccessful applicants 106954L2 Credit: 2 Page: 51		
1						

3. Reward Management

QF Level	Reward Strategy	Job Evaluation and Base Pay / Job Structure	Design and Administration of Compensation Scheme	Payroll and Benefits Administration	Monitoring, Evaluation and Communication of Reward Policy, Procedures and Practice	Regional / International Mobility
7	Formulate reward strategy in alignment with the organisational strategic objectives and human resource (HR) strategies 106963L7 Credit: 7 Page: 60					
7	Formulate a reward philosophy as guiding principles of reward framework 106964L7 Credit: 7 Page: 61					
6	Design reward policies, procedures and practices 106965L6 Credit: 6 Page: 62	Design job / pay grade structure 106969L6 Credit: 6 Page: 65	Design compensation scheme 106973L6 Credit: 6 Page: 70	Define the coverage of benefit scheme 106978L6 Credit: 6 Page: 75		Design policies, procedures and practices for a regional / international compensation system 107112L6 (Temporarily assigned. To be advised by QFS.) Credit: 6 Page: 85

QF Level	Reward Strategy	Job Evaluation and Base Pay / Job Structure	Design and Administration of Compensation Scheme	Payroll and Benefits Administration	Monitoring, Evaluation and Communication of Reward Policy, Procedures and Practice	Regional / International Mobility
6	Evaluate competitiveness and effectiveness of reward system 106967L6 Credit: 5 Page: 63	Design base pay range / structure 106970L6 Credit: 6 Page: 66				
5	Develop and manage a compensation and benefits budget 106966L5 Credit: 5 Page: 64	Conduct job evaluation and analysis 106968L5 Credit: 5 Page: 67	Assess potential compensation and benefits (C&B) vendor and manage vendor relationship 106975L5 Credit: 5 Page: 71	Develop and manage payroll process 106977L5 Credit: 5 Page: 74	Facilitate and manage the pay review exercise 106983L5 Credit: 5 Page: 80	Develop and manage international assignment programmes 106988L5 Credit: 5 Page: 86
5		Conduct periodic pay and grading review exercise 106971L5 Credit: 5 Page: 68	Articulate the adopted compensation scheme with stakeholders and manage their expectations 106976L5 Credit: 5 Page: 72	Assess potential payroll vendors and manage vendor relationship 106980L5 Credit: 5 Page: 76	Validate effectiveness of the application and impact of pay-for-performance process and system 106984L5 Credit: 5 Page: 81	Assess potential vendors for regional / international mobility and manage vendor relationship 106989L5 Credit: 5 Page: 87

QF Level	Reward Strategy	Job Evaluation and Base Pay / Job Structure	Design and Administration of Compensation Scheme	Payroll and Benefits Administration	Monitoring, Evaluation and Communication of Reward Policy, Procedures and Practice	Regional / International Mobility
5				<p>Articulate the adopted benefit scheme with stakeholders and manage their expectations</p> <p>106981L5 Credit: 5 Page: 77</p>	<p>Develop a communication plan on change of reward policies, procedures and practices</p> <p>106985L5 Credit: 5 Page: 82</p>	
5					<p>Conduct benefit review exercise</p> <p>106987L5 Credit: 5 Page: 83</p>	
4		<p>Coordinate market benchmarking survey</p> <p>106972L4 Credit: 4 Page: 69</p>	<p>Administer compensation scheme</p> <p>106974L4 Credit: 4 Page: 73</p>	<p>Execute legal compliance and related tax treatment</p> <p>106979L4 Credit: 4 Page: 78</p>	<p>Implement the communication plan on change of reward policies, procedures and practices</p> <p>106986L4 Credit: 4 Page: 84</p>	<p>Liaise with experts to minimise risk exposure of the organisation and the assignee for international assignment</p> <p>106990L4 Credit: 4 Page: 88</p>

QF Level	Reward Strategy	Job Evaluation and Base Pay / Job Structure	Design and Administration of Compensation Scheme	Payroll and Benefits Administration	Monitoring, Evaluation and Communication of Reward Policy, Procedures and Practice	Regional / International Mobility
4						Provide assistance and support to assignee (and family) for international assignment 106991L4 Credit: 4 Page: 89
3				Maintain an updated payroll and benefits system 106982L3 Credit: 3 Page: 79		
2						
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4. Talent Management

QF Level	Talent Management and Development Strategy and Process	Succession Planning	Leadership and Management Development	Employee Learning and Development (L&D)	Performance Management
7	Formulate knowledge management strategy as well as talent management and development strategy 106992L7 Credit: 7 Page: 90				
6	Design policies and process for knowledge management as well as talent management and development 106993L6 Credit: 6 Page: 91	Determine key roles for succession planning and the required competencies 106997L6 Credit: 6 Page: 95	Design leadership competencies and intervention tools 107002L6 Credit: 6 Page: 100	Design learning and development (L&D) policies and procedures 107007L6 Credit: 6 Page: 105	Design performance management policies, procedures and system 107015L6 Credit: 6 Page: 113
6		Evaluate effectiveness of the development activities for the potential successors 107000L6 Credit: 5 Page: 96	Evaluate effectiveness of leadership development interventions, and update individual development plans (IDPs) 107006L6 Credit: 5 Page: 101	Evaluate effectiveness of learning and development (L&D) interventions 107014L6 Credit: 5 Page: 106	
5	Conduct talent reviews to establish human capital inventory	Select potential successors and assist them in developing individual development plan	Identify target individuals for leadership development	Conduct training needs analysis	Develop performance assessment tools

QF Level	Talent Management and Development Strategy and Process	Succession Planning	Leadership and Management Development	Employee Learning and Development (L&D)	Performance Management
	106994L5 Credit: 5 Page: 92	(IDP) consistent with succession roles 106998L5 Credit: 5 Page: 97	107003L5 Credit: 5 Page: 102	107008L5 Credit: 5 Page: 107	107016L5 Credit: 5 Page: 114
5	Identify the organisational capacity gaps 106995L5 Credit: 5 Page: 93	Identify development programmes to support potential successors for continuous learning 106999L5 Credit: 5 Page: 98	Develop and conduct leadership training and other relevant activities to support target individuals' continuous learning 107005L5 Credit: 6 Page: 103	Develop learning and development (L&D) programmes 107009L5 Credit: 5 Page: 108	Conduct calibration of the performance scores distribution, and facilitate development discussion and decision 107018L5 Credit: 5 Page: 115
5	Analyse business impact or return on investment (ROI) of the talent management and development strategy 106996L5 Credit: 5 Page: 94	Develop a regular talent review exercise and revise the succession plan 107001L5 Credit: 5 Page: 99		Review employee development plan 107011L5 Credit: 5 Page: 110	Identify performance gaps and development needs for individual career progression and organisation's human capital inventory 107019L5 Credit: 5 Page: 116

QF Level	Talent Management and Development Strategy and Process	Succession Planning	Leadership and Management Development	Employee Learning and Development (L&D)	Performance Management
4			Provide assistance to target individuals in constructing their individual development plans (IDPs) 107004L4 Credit: 4 Page: 104	Organise and deliver learning and development (L&D) programmes 107010L4 Credit: 5 Page: 109	Monitor the communication process of performance feedback to employees 107017L4 Credit: 4 Page: 117
3				Make necessary arrangements for learning and development (L&D) programmes 107012L3 Credit: 3 Page: 111	
3				Maintain updated records of learning and development (L&D) programmes 107013L3 Credit: 3 Page: 112	
2					
1					

5. Human Resource Policies and Processes

QF Level	Human Resource (HR) Policies and Procedures	Human Resource (HR) Operations and Quality Service Delivery	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	Maintenance, Enhancement, Compliance and Reliability	Advancing Human Resource Management System (HRMS)	Human Resource (HR) Analytics
7						
6	Design human resource (HR) policies and procedures in line with stakeholders' needs 107021L6 Credit: 6 Page: 118	Design and review structure, processes and responsibilities of human resource (HR) operations and services 107025L6 Credit: 6 Page: 123		Evaluate effectiveness of human resource (HR) systems, policies, procedures and operations 107041L6 Credit: 5 Page: 137		
5	Conduct cost analysis and set up budget of human resource (HR) operations 107020L5 Credit: 5 Page: 119	Develop required human resource (HR) capabilities, validate effectiveness and efficiency of HR operations and service delivery 107026L5 Credit: 5 Page: 124	Define requirements of the system and select appropriate hardware and software 107032L5 Credit: 5 Page: 130	Revise the system to address changes in internal / external environment 107039L5 Credit: 5 Page: 138	Identify improvement opportunities brought by new information technology and human resource (HR) solutions 107049L5 Credit: 5 Page: 143	Identify key factors that drive employee productivity and configure them into human resource (HR) systems 107050L5 Credit: 5 Page: 148

QF Level	Human Resource (HR) Policies and Procedures	Human Resource (HR) Operations and Quality Service Delivery	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	Maintenance, Enhancement, Compliance and Reliability	Advancing Human Resource Management System (HRMS)	Human Resource (HR) Analytics
5		Develop improvement solutions for human resource (HR) operations and service delivery 107027L5 Credit: 5 Page: 125	Develop and implement project plan with timeline and resources 107033L5 Credit: 5 Page: 131	Consult and incorporate internal / external legal advice when changing human resource (HR) policies, procedures and operations 107042L5 Credit: 5 Page: 139		Deploy predictive analytics to reduce attrition and optimise employee performance 107051L5 Credit: 5 Page: 149
5		Assess potential vendors for human resource (HR) operations and manage vendor relationship 107031L5 Credit: 5 Page: 126	Set up contingency plan and manage system integration and data migration 107034L5 Credit: 5 Page: 132			
5			Validate effectiveness and efficiency of the system 107036L5 Credit: 5 Page: 133			

QF Level	Human Resource (HR) Policies and Procedures	Human Resource (HR) Operations and Quality Service Delivery	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	Maintenance, Enhancement, Compliance and Reliability	Advancing Human Resource Management System (HRMS)	Human Resource (HR) Analytics
5			Assess potential system vendors and manage vendor relationship 107037L5 Credit: 5 Page: 134			
4	Communicate human resource (HR) policies and procedures 107022L4 Credit: 4 Page: 120	Arrange system handover, communicate important and necessary information to vendor and monitor vendor in an effective manner 107029L4 Credit: 4 Page: 127	Monitor data security throughout the organisation and maintain the system 107035L4 Credit: 4 Page: 135	Execute regular data quality assurance for data accuracy 107040L4 Credit: 4 Page: 140	Measure user experience and improve efficacy of Human Resource Management System (HRMS) and / or Human Resource Information System (HRIS) to end-user 107046L4 Credit: 4 Page: 144	Provide accurate and ongoing update of human resource (HR) metrics to management 107052L4 Credit: 4 Page: 150
4	Maintain human resource (HR) related workflows and processes 107023L4 Credit: 4 Page: 121		Provide effective support on system maintenance in the human resource context 107038L4 Credit: 4 Page: 136		Adopt tools to help employees handle job related tasks 107047L4 Credit: 4 Page: 145	Measure and report human resource (HR) impact on business performance 107053L4 Credit: 4 Page: 151

QF Level	Human Resource (HR) Policies and Procedures	Human Resource (HR) Operations and Quality Service Delivery	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	Maintenance, Enhancement, Compliance and Reliability	Advancing Human Resource Management System (HRMS)	Human Resource (HR) Analytics
4	<p>Complete and update human resource (HR) policies related communication materials</p> <p>107024L4 Credit: 4 Page: 122</p>				<p>Provide training to all employees on new features and functions of Human Resource Management System (HRMS) and / or Human Resource Information System (HRIS)</p> <p>107048L4 Credit: 5 Page: 146</p>	
3		<p>Update human resource (HR) data on a regular basis with predefined protocol</p> <p>107028L3 Credit: 3 Page: 128</p>		<p>Carry out data protection, control and compliance on the release of personal data</p> <p>107043L3 Credit: 3 Page: 141</p>	<p>Obtain full understanding of capabilities, functions and applications of Human Resource Management System (HRMS) and / or Human Resource Information System (HRIS) used in the organisation</p> <p>107045L3 Credit: 4 Page: 147</p>	

QF Level	Human Resource (HR) Policies and Procedures	Human Resource (HR) Operations and Quality Service Delivery	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	Maintenance, Enhancement, Compliance and Reliability	Advancing Human Resource Management System (HRMS)	Human Resource (HR) Analytics
2		Record and file change history 107030L2 Credit: 2 Page: 129		Handle human resource (HR) data and file HR records 107044L2 Credit: 2 Page: 142		
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6. Compliance and Risk Management

QF Level	Regulatory Compliance	Managing Employee Relations	Managing Industrial Relations	Risk Management	Occupational Safety and Health (OSH)
7					
6		Design employee relations policies, procedures and measures 107060L6 Credit: 6 Page: 158	Design strategy, principles and policies in managing industrial relations 107070L6 Credit: 6 Page: 168	Evaluate organisational or key business risks of human resource (HR) functions 107080L6 Credit: 6 Page: 173	Design occupational safety and health (OSH) strategies and policies 107081L6 Credit: 6 Page: 179
6					Evaluate effectiveness of occupational safety and health (OSH) strategies and policies 107086L6 Credit: 5 Page: 180
5	Obtain senior management's commitment to human resource (HR) compliance 107056L5 Credit: 5 Page: 151	Develop policies and procedures to handle disciplinary and grievance cases 107061L5 Credit: 5 Page: 159	Conduct consultations and bargaining negotiations with union and / or external parties 107072L5 Credit: 5 Page: 169	Identify critical risks which affect business development continuity and people risk profile 107076L5 Credit: 5 Page: 174	Implement hazard identification, evaluation and risk management measures 107085L5 Credit: 5 Page: 181

QF Level	Regulatory Compliance	Managing Employee Relations	Managing Industrial Relations	Risk Management	Occupational Safety and Health (OSH)
5	Develop procedures to detect and manage non-compliance cases 107058L5 Credit: 5 Page: 153	Provide training and support to managers in handling employee personal and performance issues 107063L5 Credit: 6 Page: 160	Develop policies and procedures to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts 107073L5 Credit: 5 Page: 170	Validate and revise business continuity plan (BCP) periodically 107079L5 Credit: 5 Page: 175	
5		Promote amicable working relationship in the workforce and resolve workplace conflicts effectively 107064L5 Credit: 5 Page: 161			
5		Develop policies and procedures to manage employee separations 107065L5 Credit: 5 Page: 162			

QF Level	Regulatory Compliance	Managing Employee Relations	Managing Industrial Relations	Risk Management	Occupational Safety and Health (OSH)
4	Examine fulfilment of all relevant compliance requirements on human resource (HR) policies, procedures and practices 107055L4 Credit: 4 Page: 154	Maintain effective employee communication within the organisation 107062L4 Credit: 4 Page: 163	Maintain open communication with union and / or employee representatives 107071L4 Credit: 4 Page: 171	Collect information of employment market trend and issues that affect employment 107075L4 Credit: 4 Page: 176	Liaise with different departments to promote the contributions of occupational safety and health (OSH) to business success 107082L4 Credit: 4 Page: 182
4	Examine employee understanding and obtain commitment to human resource (HR) compliance 107057L4 Credit: 4 Page: 155	Monitor the process of employee separation 107066L4 Credit: 4 Page: 164	Liaise with managers to resolve industrial relations issues 107074L4 Credit: 4 Page: 172	Execute necessary actions to mitigate or reduce people risks 107077L4 Credit: 4 Page: 177	Liaise with different departments to set and fulfil occupational safety and health (OSH) performance targets and indicators 107083L4 Credit: 4 Page: 183
4	Monitor non-compliance cases and provide support to relevant proceedings 107059L4 Credit: 4 Page: 156			Complete and communicate business continuity plan (BCP) to maintain smooth human resource (HR) related operation 107078L4 Credit: 4 Page: 178	

QF Level	Regulatory Compliance	Managing Employee Relations	Managing Industrial Relations	Risk Management	Occupational Safety and Health (OSH)
3	Possess updated knowledge of employment related ordinances 107054L3 Credit: 6 Page: 157	Carry out the administrative and logistics arrangements for employee activities 107067L3 Credit: 3 Page: 165			Contact different departments to carry out occupational safety and health (OSH) educational programmes 107084L3 Credit: 3 Page: 184
3		Carry out the process of employee separation 107068L3 Credit: 3 Page: 166			
3		Conduct employee separation 107069L3 Credit: 3 Page: 167			
2					Keep inventory of personal protective devices and safety equipment 107087L2 Credit: 2 Page: 185
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7. Employee Engagement

QF Level	Employee Communication Strategy	Employee Engagement	Diversity and Inclusion	Employee Wellness and Work-Life Balance	Corporate Social Responsibility (CSR)
7					
6	Evaluate effectiveness of employee communication strategy and communication tools 107092L6 Credit: 5 Page: 186	Evaluate effectiveness of employee engagement initiatives 107096L6 Credit: 5 Page: 191	Design policies and procedures to uphold equal opportunities and embrace diversity 107098L6 Credit: 6 Page: 195	Design policies to nurture employee wellness and work-life balance 107103L6 Credit: 6 Page: 200	Design corporate social responsibility (CSR) direction, strategy and policies 107107L6 Credit: 6 Page: 205
6			Evaluate effectiveness of policies and procedures of equal opportunities and diversity 107101L6 Credit: 5 Page: 196	Evaluate effectiveness of employee wellness and work-life balance initiatives 107106L6 Credit: 5 Page: 201	Evaluate effectiveness of corporate social responsibility (CSR) initiatives 107111L6 Credit: 5 Page: 206
5	Promote an effective and open communication culture 107088L5 Credit: 5 Page: 187	Identify key drivers of employee engagement 107094L5 Credit: 5 Page: 192	Develop policies and procedures to promote equal opportunities and diversity 107097L5 Credit: 5 Page: 197	Identify and prioritise different employee wellness and work-life balance initiatives 107102L5 Credit: 5 Page: 202	Solicit major stakeholders' support in corporate social responsibility (CSR) initiatives 107108L5 Credit: 5 Page: 207

QF Level	Employee Communication Strategy	Employee Engagement	Diversity and Inclusion	Employee Wellness and Work-Life Balance	Corporate Social Responsibility (CSR)
5	Develop policies and initiatives to increase effectiveness of employee communication 107090L5 Credit: 5 Page: 188	Develop and manage organisational and departmental action plans for employee engagement 107095L5 Credit: 5 Page: 193	Coach managers in delivery of equal opportunities and diversity practices 107100L5 Credit: 6 Page: 198		
4	Search for smart and creative tools for employee communication 107091L4 Credit: 4 Page: 189	Measure employee engagement level 107093L4 Credit: 4 Page: 194	Communicate the policies and practices to maintain equal opportunities and diversity 107099L4 Credit: 4 Page: 199	Organise health education activities related to employee wellness 107104L4 Credit: 4 Page: 203	Liaise with other organisations to execute corporate social responsibility (CSR) initiatives 107110L4 Credit: 4 Page: 208
3	Carry out employee communication activities 107089L3 Credit: 3 Page: 190			Carry out employee wellness and work-life balance initiatives 107105L3 Credit: 3 Page: 204	Contact volunteer teams to promote and implement corporate social responsibility (CSR) initiatives 107109L3 Credit: 3 Page: 209
2					
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Specification of Competency Standards (SCS) of the HRM Sector

Part 3: Units of Competency (P.1-209)

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisational / Corporate Strategic Planning and Management

1. Title	Establish and lead the human resource (HR) agenda in the organisation's strategic planning
2. Code	106904L7
3. Range	Taking leading role in establishing the HR agenda and deploying the techniques of corporate analysis in organisational / corporate strategic planning. This applies to the development and implementation of HR agenda by integrating HR issues and perspectives into strategic planning under different scenarios of business environment, business nature and organisational life cycle.
4. Level	7
5. Credit	7 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different stages and characteristics of the organisation's life cycle and their impact to the business Understand the process and stages of strategic planning and management in order to effectively participate in the organisation's strategic planning process Understand the techniques of corporate analysis (e.g. Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Analysis) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Take leading role in the organisation's strategic planning and establishing the HR agenda, with due consideration of all internal, external, historical and future factors (e.g. integrating the organisation's vision, mission, values and culture, conducting PESTLE analysis) Deploy the techniques of corporate analysis for inputs to the organisation's strategic planning Establish organisational structure to support the business strategies Take leading role in translating business strategies into operational plans and organisational policies throughout the organisation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively engage business units and departments to contribute inputs for the organisation's strategic planning (e.g. share their operational situations and challenges) Always take leading role in the organisation's strategic planning with a proactive mindset and full preparation (e.g. up-to-date HR analytics, creative ideas) Influence the process and outcome of strategic planning by highlighting importance of HR and its credibility in the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of corporate analysis. Engagement with major stakeholders for multiple sources of input, ownership and quality of strategic planning. Establishment of organisational structure based on analysis of business environment and organisation life cycle. Provision of insights or strategies to implement the HR agenda and influence the process and outcome of the organisation's strategic planning.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisational / Corporate Strategic Planning and Management

1. Title	Create human resource (HR) strategies as a strategic business partner and key member of the board of directors or top management team
2. Code	106906L7
3. Range	Creating and integrating HR strategies into the operational plans and organisational policies throughout the organisation. This applies to the development of HR strategies through different kinds of strategic decision-making and empowerment of due diligence for value creation of the organisation. It involves anticipation of emerging trends of HR implications, provision of strategic solutions, and engagement of senior management (e.g. board of directors, top management team) in the decision-making process.
4. Level	7
5. Credit	7 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's business goals, strategic decision-making and due diligence processes, procedures and activities Understand the environmental factors that have an impact on the organisation's strategic decision-making and due diligence processes, procedures and activities (e.g. changes in employment related ordinances) Understand the focus of HR due diligence and its implications in different business settings <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Anticipate emerging trends in respective operating markets and jurisdictions and inform senior management of the HR implications and provide strategic solutions Take leading role in the organisation's strategic decision-making and setting due diligence processes, procedures and activities (e.g. the merger and acquisition process) from the HR perspective Design or deploy various methods (e.g. workforce resources audit) to obtain relevant information (e.g. human capital, legal matters related to employee retention) to support the organisation's strategic decision-making and due diligence processes, procedures and activities Engage internal and external major stakeholders for consultation in the strategic decision-making and due diligence processes (e.g. succession planning discussion with senior management) Formulate appropriate HR strategies (e.g. employee retention, compensation strategy and system) to support the organisation's strategic decision-making and due diligence processes, procedures and activities Engage senior management to define the most appropriate future organisational structure as part of the organisation's strategic decision-making <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Conduct pulse check in a timely manner and proactively follow up with major stakeholders after each major organisational milestone (e.g. after merger and acquisition) Always take leading role in the development of strategic HR solutions to support and influence the organisation's strategic decision-making
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of HR strategies to support the organisation's strategic decision-making and due diligence processes, procedures and activities. Engagement with major stakeholders for multiple sources of input and ownership through consultation process. Establishment of strategic HR solutions to support and influence the organisation's strategic decision-making.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisational / Corporate Strategic Planning and Management

1. Title	Determine impact of the organisation's strategic plan on human capital
2. Code	106908L6
3. Range	Determining impact of the organisation's strategic plan on human capital for maximising employee contribution and organisational performance. This applies to the evaluation of all components of the organisation's strategic plan with the use of quantitative and qualitative dimensions of human capital.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand external factors (e.g. demographic, political, technological) and their implications on human capital management in the organisation Understand talent implications in terms of workforce demand and supply and organisation capabilities Understand and use different types of monitoring and evaluation methodologies to solicit data related to human capital for senior management's review <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine the needs of employee career development and succession planning by evaluating the organisation's strategic plan and external factors Deploy appropriate qualitative and quantitative tools to evaluate all components of the organisation's strategic plan and human capital Design analysis of external factors (e.g. demographic, political, technological) and introduce insights to facilitate relevant discussion with senior management Facilitate senior management's discussion on human capital based on the organisation's strategic plan (e.g. projected staffing of new product line) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Manage and evaluate employee feedback related to the impact of the organisation's strategic plan on human capital Proactively follow up with major stakeholders to support development of future strategies
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Evaluation of impact of the organisation's strategic plan on human capital in an efficient and effective manner. Establishment of quantitative and qualitative tools to measure organisational and employee performance. Provision of insights into existing human capital profile to support development of future strategies.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisational / Corporate Strategic Planning and Management

1. Title	Develop human resource (HR) related analysis to support organisational strategy development
2. Code	106905L5
3. Range	Developing HR data collection plan and presenting the analysis for organisational strategy development. This applies to the analysis of HR data in relation to the business, operations or structures of the organisation and measurable impact of HR strategy to the business results.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisational culture and its readiness to support organisational strategy development Understand the workforce demand and supply and the required capabilities to execute the organisational strategies Understand the trends, potential threats and uncertainties which have adverse effects on organisational strategy development <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Analyse HR related trends to identify potential threats and uncertainties which have adverse effects on the organisational strategy development Partner with managers to review organisational and leadership capabilities Present all necessary internal and external HR information and analysis to business leaders in the deliberation and discussion of business strategies Translate HR related analysis into HR strategies to support organisational strategy development Convince business leaders to adopt the proposed HR strategies with due consideration of all relevant internal, external, historical and future factors Facilitate strategic workforce planning discussion with business leaders to identify talent implications of strategies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively develop and present HR related analysis (e.g. employee engagement level) to support organisational strategy development Verify the accuracy, timeliness and reliability of data / inputs collected from HR related analysis
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Development of HR related analysis to support organisational strategy development in a timely manner. Execution of HR related analysis in accordance with the stated data collection and analysis plan for data accuracy and reliability. Engagement with major stakeholders in the deliberation and discussion of business strategies, with the support of HR related analysis.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisational / Corporate Strategic Planning and Management

1. Title	Implement the organisation's strategic plan in the human resource (HR) context
2. Code	106907L5
3. Range	Executing and monitoring the organisation's strategic plan in the HR context. This applies to all kinds of HR supports throughout the process of executing and monitoring the organisation's strategic plan.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand key success factors to implement the organisation's strategic plan Understand common pitfalls or issues in implementation of strategic plan <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Translate the organisation's strategic plan into operational plans and actionable items Develop appropriate HR plans and initiatives to support the execution of the organisation's strategic plan Develop communication strategy to facilitate execution of the organisation's strategic plan Provide communication and training sessions to enable managers and employees to understand the linkage between the organisation's strategic plan and those of departments and various teams, as well as individual employees' objectives or key performance indicators Develop appropriate systems and mechanisms to monitor progress of plan execution <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively present progress update to major stakeholders identified at different stages of plan execution in an effective and timely manner Analyse feedback on plan execution in a timely manner and proactively revise project plan
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of HR plans, HR initiatives and communication strategy to support the execution of the organisation's strategic plan. Establishment of monitoring systems and mechanism to update progress of plan execution.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Human Resource (HR) Strategy

1. Title	Forecast human capital needs with due regard to socio-economic trends and the organisational developments and strategies
2. Code	106909L7
3. Range	Forecasting human capital needs in accordance with relevant socio-economic trends and the organisation's strategies. This applies to both external and internal human capital needs (e.g. labour market outlook, development of mission-critical talents and competencies, etc.) to support and / or improve current performance and future development of the organisation.
4. Level	7
5. Credit	7 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand a variety of tools to measure current human capital situation and future needs according to socio-economic trends and the organisation's strategies Understand current organisation's talent pipeline and talent gap to meet current and future business needs Understand difficulties and obstacles in meeting the current and future human capital needs <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Establish the current level of staffing and expertise by reviewing employee data (e.g. employee performance and potential) Establish future human capital needs by reviewing the organisation's strategic plan Design appropriate qualitative and quantitative tools to determine human capital's performance and future needs Investigate data and findings from human capital need analysis on human capital requirement gaps Determine key roles and key competencies required for meeting current and future business and operation requirements with senior management Engage senior management in establishing leadership capabilities required for the organisation's future development <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively channel external information to senior management and engage them in formulating development strategy to address current and future human capital needs Analyse both qualitative and quantitative dimensions of human capital needs
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of quantitative and qualitative tools to determine human capital's performance and future needs in accordance with the organisation's strategic plan. Establishment of a full range of human capital needs in an efficient and effective manner.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Human Resource (HR) Strategy

1. Title	Formulate and align human resource (HR) strategies with the organisation's strategic plan
2. Code	106910L7
3. Range	Formulating appropriate HR strategies to develop its workforce and practices required to meet the organisation's vision, mission, values, directions and strategies. This applies to the formulation and alignment of HR strategies in accordance with the organisation's current and future strategic plan.
4. Level	7
5. Credit	7 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand business strategies and priorities to guide the development and alignment of HR strategies with the organisation's strategic plan Understand different approaches to developing HR strategies which are aligned with the organisation's strategic plan Understand common mistakes of HR strategy development (e.g. the development of workplace skills plans which are not linked to any strategic goals or objectives) in order to effectively develop and align HR strategies with the organisation's strategic plan <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Formulate and align HR strategies and initiatives to attract, develop and retain talents to support the organisation's strategic plan Determine the gaps between the organisation's strategic plan and the existing HR strategies and initiatives through detailed analysis Design and lead financial and workforce impact analysis on proposed changes to HR strategies and initiatives <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Engage senior management to formulate HR strategies Align HR strategies and initiatives on a regular basis to support the organisation's strategic plan and changing business needs
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of HR strategies aligned with the organisation's business strategies in accordance with thorough analysis on current situation. Provision of HR data and analysis to support the formulation and change of HR strategies and initiatives. Implementation of workforce impact analysis including cost implications.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Human Resource (HR) Strategy

1. Title	Translate human resource (HR) strategies into operational systems and procedures
2. Code	106913L6
3. Range	Enabling HR units and HR professionals to perform their roles in a consistent manner by designing HR operational systems and procedures based on adopted business and HR strategies. This applies to the implementation of all HR strategies, operational systems and procedures by all members of the HR department.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of proper planning and set-up of system and mechanism in the implementation of HR strategies Understand the need for making all HR units and HR professionals fully aware and supportive of HR strategies and plans <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Engage appropriate personnel in translation of HR strategies Enable HR units and HR professionals to understand their respective roles in implementing HR strategies Formulate and implement HR policies, operational systems and procedures with legal and compliance department Develop project plans to operationalise the HR strategies Evaluate current HR operational systems and procedures Align existing HR operational systems and procedures to better support HR strategies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate all HR policies, operational systems and procedures on a regular basis to maximise the organisation's efficiency and effectiveness Engage managers as HR advocate to proactively address and respond to questions related to HR policies, operational systems and procedures
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment and implementation of HR policies, operational systems and procedures in a consistent and coherent manner in accordance with the HR strategies. Alignment of existing HR operational systems and procedures to better support HR strategies.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Human Resource (HR) Strategy

1. Title	Design metrics to measure the effectiveness of human resource (HR) strategies
2. Code	106914L6
3. Range	Designing and employing proper and comprehensive measurement of HR effectiveness and efficiencies. This applies to the evaluation of HR strategies, roles, functionalities and contributions to the organisation.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the correlation between HR initiatives and business results in order to measure the effectiveness of HR functionalities Understand the need for proper and comprehensive measurement on HR effectiveness and efficiencies <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop quantifiable indicators for measuring outcomes of HR initiatives that have direct impact on achieving business objectives Evaluate the performance of HR strategies, roles, functionalities and contributions, and address performance gaps Determine key HR metrics to evaluate HR initiatives Compare metrics to identify patterns and trends as a source of information to support business discussion and decision Provide regular update on the organisation's HR effectiveness and efficiency to business leaders and major stakeholders Introduce insights derived from HR measurements to business leaders, particularly on the potential impact on business performance <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Design metrics in a specific, measurable, achievable, reliable and timely manner Solicit feedback proactively and evaluate the metrics regularly to maintain a robust measurement system
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of key HR metrics to evaluate outcomes and effectiveness of HR initiatives. Evaluation of the performance of HR strategies, roles, functionalities and contributions. Provision of insights from HR perspective to address performance gaps and support business operation and decision.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Human Resource (HR) Strategy

1. Title	Adopt appropriate strategies to obtain acceptance and support from major stakeholders in the human resource (HR) strategy development process
2. Code	106911L5
3. Range	Maximising the chances for success and minimising the risks that a single group of major stakeholders (e.g. shareholders, management, employees, unions, suppliers, customers) will dominate the HR strategy development process. This applies to the HR strategy development process with the engagement of major stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the areas of influence of internal and external major stakeholders of the organisation Understand possible impact of the HR strategies on major stakeholders in order to manage stakeholders' expectations and concerns effectively Understand all internal and external factors in the implementation of HR strategies <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Adopt appropriate strategies to obtain support from business leaders in different stages of strategy development process and to align HR strategy with business strategy Present business cases (e.g. leveraging analytics to substantiate return on investment in relation to HR strategies) to obtain major stakeholders' support to the HR strategies Provide regular update on progress and reinforce the business value of implementing HR strategies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Analyse areas of concern (e.g. potential interruption of operations, man-day requirements, cost implications, safety risk) and explore possible solutions in a collaborative way Respond to enquiries and concerns raised by major stakeholders in a timely and constructive manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Engagement with major stakeholders for multiple sources of input and ownership through HR strategy development process. Establishment and presentation of business cases to demonstrate the way that HR strategies support the organisation's vision, mission, values and strategies.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Human Resource (HR) Strategy

1. Title	Promote and support corporate governance initiatives
2. Code	106912L5
3. Range	Defining proper individual and group behaviour for employees to follow. This applies to the development of policies and systems to promote and support corporate governance initiatives that meet the expectations of major stakeholders of the organisation.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components of corporate governance (e.g. principles, guidelines, related regulations, support systems and implementation issues) Understand the latest requirements of new regulations and internal control in order to promote and support corporate governance initiatives <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Facilitate and support the organisation to meet external or compliance requirements at organisational level Alert senior management of the latest regulation changes and their potential impacts on cost, workforce, employee relations and operation Enhance awareness through training (e.g. e-learning programme) on the regulatory and internal control requirements to all employees Promote ethical behaviour in the workplace Develop policies and systems around whistle-blowing with legal and compliance department Provide ongoing communication to educate employees on compliance policies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Review code of conduct regularly to maintain clearly defined guidelines Facilitate the development of policies and systems to effectively identify non-compliance practices and potential non-compliance risks
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and systems to promote and support corporate governance initiatives. Provision of training to introduce the HR compliance policies, regulatory requirements, internal control systems and ethical behaviour in the workplace. Engagement with all employees for promotion of corporate governance initiatives.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation's Vision, Mission, Values (VMV) and Culture

1. Title	Facilitate development of the organisation's vision, mission, core values (VMV) and behavioural expectations
2. Code	106915L6
3. Range	Developing a clear and inter-related set of VMV and behavioural indicators for the organisation. This applies to the development of VMV and behavioural expectations to define the organisation's business goals and objectives, reasons for existence and principles that guide its internal conduct and its relationship with the external environment.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of aligning business strategies with the organisation's VMV and behavioural expectations Understand the concept and definition of VMV in order to develop a clear and inter-related set of VMV for the organisation Understand the industry, business background and life cycle of the organisation in order to develop appropriate behavioural expectations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine the most appropriate approach or process for developing the organisation's VMV and behavioural expectations, in collaboration with senior management Facilitate the integration of VMV into business strategies, policies and daily business management Introduce critical behaviour or competencies which are essential for achieving the organisation's VMV through data collected from different channels (e.g. interviews and focus groups with employees, observations at workplace) Validate the VMV and behavioural expectations by engaging all levels of employees throughout the process Align and finalise a set of expected behaviour or competencies based on feedback Establish clear behavioural expectations in the organisation's performance management system <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively highlight and role model ethical leadership of human resource (e.g. uphold the principle or core value of confidentiality in handling sensitive employee issues)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of a clear and inter-related set of VMV and behavioural expectations for the organisation. Establishment or alignment of performance management system incorporating clear behavioural expectations. Engagement with major stakeholders for multiple sources of input and ownership throughout the development process of VMV and behavioural expectations.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation's Vision, Mission, Values (VMV) and Culture

1. Title	Align the organisation's vision, mission, core values (VMV) and behavioural expectations
2. Code	106918L6
3. Range	Closing the identified gaps between VMV and behavioural expectations. This applies to the development of improvement plan to align between the organisation's VMV and behavioural expectations; in addition to identify and address barriers that prohibit VMV or culturally desired behaviour from happening, with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the market and industry in which the business operates and how they impact the development of the organisation's VMV Understand new behavioural expectations which will contribute to the new strategy, direction or transformation of the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Evaluate the receptiveness of the existing VMV through appropriate channels (e.g. focus group, employee survey) Nurture employees to express views and share observations on behaviour that are against the organisation's VMV Educate employees the importance of VMV and behavioural expectations to organisational performance and development Develop effective communication and feedback processes to facilitate periodic review of VMV alignment with behavioural expectations Develop specific and measurable improvement plan to close the gap between VMV and behavioural expectations <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate measurement / incentive systems to recognise appropriate behaviour effectively Set milestone and schedule to evaluate the process of managing organisational culture and core values in a timely and disciplined manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of specific and measurable improvement plan to close the gap between VMV and behavioural expectations. Identification of appropriate tools to evaluate the alignment of VMV and behavioural expectations. Establishment of communication and feedback processes for educating employees the importance of VMV and behavioural expectations to organisational performance and development.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation's Vision, Mission, Values (VMV) and Culture

1. Title	Promote the organisation's vision, mission, core values (VMV) and behavioural expectations
2. Code	106916L5
3. Range	Employing appropriate interventions to articulate VMV and behavioural expectations within the organisation. This applies to the promotion of the organisation's VMV and behavioural expectations to all employees that support execution of business strategies, policies and daily business processes.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the need for stakeholders' acknowledgement and commitment to support the organisation's VMV Understand the importance of business leaders' commitment to support and comply with the VMV in business planning and operations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop communication platform for senior management to deliver key messages and address concerns or questions from employees Develop key leadership messages with senior management for communication on organisation's core values and behavioural expectations Identify employee champions as advocate for reinforcing the core values across the organisation Develop plans and programmes to obtain stakeholders' commitment and compliance with the VMV Promote and reinforce the organisation's core values by developing linkage between core values and expected behaviour <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Develop timely and transparent recognition and reward system to recognise employees' value-based behaviour Review human resource processes and practices regularly to align with the desired corporate culture and core values Revise policies, operations and behaviour which are not in compliance with the VMV
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. Engagement with major stakeholders for multiple sources of input and ownership throughout the communication and reinforcement process.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation's Vision, Mission, Values (VMV) and Culture

1. Title	Organise and execute ongoing programmes that demonstrate the linkage between organisational culture and core values
2. Code	106917L4
3. Range	Demonstrating the linkage between organisational culture and core values via ongoing programmes. This applies to the organisation and implementation of short-term and long-term programmes and projects to shape and sustain the organisational culture based on shared core values, with the involvement of all employees.
4. Level	4
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisational culture and core values in order to develop and demonstrate the linkage through ongoing programmes Understand characteristics and success factors of effective organisational and cultural change in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Communicate with major stakeholders about signs of changes in organisational culture Demonstrate relevance of organisational culture and core values to major stakeholders Organise and execute ongoing programmes to sustain and enhance organisational culture and core values <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Arrange next level's projects or programmes to proactively sustain linkage between organisational culture and core values (e.g. incorporate organisation culture and value into performance management process) Monitor the level of adoption of core values in the organisation (e.g. the extent that the people within the organisation demonstrate the core values in their day-to-day interactions)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of a variety of ongoing programmes and projects to sustain and enhance organisational culture and core values. Engagement with major stakeholders for multiple sources of input and ownership throughout the implementation process.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation Development (OD)

1. Title	Investigate and devise drivers of organisational effectiveness
2. Code	106919L6
3. Range	Engaging major stakeholders (e.g. board of directors, senior management and employees) to investigate and devise drivers of organisational effectiveness. This applies to the development of talent strategy and succession planning in the organisation development (OD) process.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand business strategies and priorities (e.g. business growth, sustainable development, customer focus) in defining organisational effectiveness Understand different methodologies and use the appropriate ones in defining organisational effectiveness <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Engage major stakeholders to investigate and devise drivers of organisational effectiveness and utilise its implications to shape the design of talent strategy and succession planning (e.g. competency requirements based on defined organisational effectiveness) Determine appropriate measurement tools to evaluate organisational effectiveness Facilitate leadership discussions on talent strategy and succession planning based on evaluation results Identify gaps in succession planning, capabilities and / or other areas which are relevant to the organisation through detailed talent analysis Identify core competencies that are critical to the growth and success of the organisation with major stakeholders Facilitate OD process in close consultation with major stakeholders <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Influence major stakeholders to drive a culture and accountability for people development effectively and efficiently
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of measurement tools for evaluation of organisational effectiveness. Identification of core competencies for different levels of employees, which are critical to the growth and success of the organisation with major stakeholders. Establishment of talent strategy and succession plan together with major stakeholders in accordance with the defined organisational effectiveness.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation Development (OD)

1. Title	Design organisation development (OD) interventions, programmes and processes to address business needs
2. Code	106920L6
3. Range	Engaging major stakeholders in the process of identification, development, implementation and evaluation of organisation development (OD) initiatives. This applies to all kinds of engagement activities and OD initiatives to make change happen and address business needs.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand success factors of organisational change and OD interventions, programmes and processes in order to address business needs effectively Understand the role of change agent and its key success factors in order to design and implement organisational change and OD interventions effectively <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Engage senior management as sponsors of OD interventions, programmes and processes Design OD interventions, programmes and processes with clear timeline, cost projection and indicators of effectiveness Evaluate effectiveness of using internal or external resources in executing OD intervention and plan Engage external vendors to implement OD initiatives when and where it is more effective Evaluate implementation progress and measure success of OD interventions, programmes and processes Design feedback mechanism and evaluate results of OD interventions against indicators of effectiveness for continuous improvement <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate OD plan regularly for adjustment and improvement Mobilise additional internal resources effectively and efficiently to support the ongoing OD and change process
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of OD plan consisting of a variety of OD interventions, programmes and processes. Engagement with major stakeholders for multiple sources of input, ownership and quality of strategic planning. Implementation of the OD plan to address business needs and achieve the expected objectives and outcomes of individual interventions and programmes.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation Development (OD)

1. Title	Identify and translate competitive advantages of the organisation to core competencies
2. Code	106921L5
3. Range	Defining the knowledge, skills and attributes required for all employees to gain or sustain the organisation's competitive advantages and strategic focus. This applies to the development of core competencies of key job families for the organisation.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the sources of information (e.g. market data, customer survey) to identify the competitive advantages of the organisation Understand the organisation's competitive advantages for organisation development purpose Understand the organisation's competitive gaps by comparing against those of the competitors and their business performance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify competitive advantages of the organisation by reviewing its tangible and intangible assets, capabilities and uniqueness Partner with the organisation's major stakeholders to identify key job families that are crucial to deliver business results Translate the identified competitive advantages of the organisation to core competencies required in key job families Develop a competency framework of the organisation to sustain its competitive advantages and strategic focus <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Identify learning solutions to proactively manage the internal and external issues affecting the development of core competencies or competitive advantages Proactively follow up with major stakeholders to identify and translate competitive advantages of the organisation to core competencies
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of a competency framework consisting of core competencies critical to key job families. Establishment of learning solutions to maintain the development of core competencies or competitive advantages.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Organisation Development (OD)

1. Title	Identify competency gaps and recommend solutions to improve organisational performance
2. Code	106922L5
3. Range	Selecting assessment tools to identify competency gaps and recommending solutions to fill the gaps. This applies to the identification of competency gaps with the use of quantitative and qualitative assessment tools, as well as training and non-training related solutions to improve organisational performance.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand competency gap analysis as well as correlations between competencies and performance in order to improve organisational performance Understand the available assessment tools to measure organisational performance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Conduct competency gap analysis based on the existing employees by levels Analyse performance data (both qualitative and quantitative) to identify skill gaps Conduct critical incident analysis to map out key competencies that drive performance Consult senior management and top performers to validate key competencies identified Identify possible competency gaps and root causes of discrepancies, and recommend solutions to fill the gaps (e.g. learning activities, performance support, recognition schemes) Consult external vendors, wherever appropriate, to identify solutions to improve organisational performance Set up key human resource (HR) metrics and assessment tools that are critical to drive organisational performance <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Review organisational performance after implementation of performance improvement plans Proactively engage relevant stakeholders to identify competency gaps and solutions to improve organisational performance
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of key HR metrics to measure organisational performance. Execution of competency gap analysis and critical incident analysis. Formulation and execution of improvement plans to drive organisational performance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Change Management

1. Title	Design change objectives and management plans
2. Code	106923L6
3. Range	Designing change objectives and management plans to achieve the transformation and improvement needs of the organisation. This applies to the design and alignment of change objectives and management plans that fit the readiness or conditions of the organisation, with the involvement of senior management.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand strategic change planning process in order to develop change objectives and management plans for the organisation Understand the expectations and needs of stakeholders based on environmental assessment Understand different change methodologies and systems to implement change <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Build senior management's ownership of change by creating the sense of urgency and emphasising business implications if status quo is kept Determine a change process that is most appropriate and applicable in the organisation Conduct situational analysis to outline current and desirable state in terms of organisational structure, workforce level, jobs, competencies, work systems and processes Engage senior management to determine priority, scope and objectives of changes Design change objectives and envisage a clear change direction Design change management plans based on business needs and the priority of change initiatives Engage senior management to determine the transformed or new organisation in relation to organisational culture, jobs and competencies required in new business environment <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate data related to the impact of change in a timely and accurate manner as an integrated part of change management plan
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of clear and specific change objectives and change management plans in accordance with thorough situational analysis and organisational readiness. Engagement with senior management in the establishment of change objectives and management plans. Establishment of process for effective implementation of change.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Change Management

1. Title	Evaluate effectiveness of change initiatives
2. Code	106928L6
3. Range	Evaluating change effectiveness from time to time and making adjustment as needed. This applies to the periodic review and alignment of all change initiatives with major stakeholders to identify improvement opportunities, and maintain the organisation in alignment with its culture and core values.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the starting point / current situation before change is implemented Understand criteria for measuring change effectiveness in order to develop a comprehensive and criteria-based evaluation mechanism for the organisation Understand different types of evaluation methodologies in order to develop an appropriate evaluation mechanism for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design a proper monitoring and reporting system to capture change results for assessing change effectiveness Evaluate the change results in relation to business performance and organisation atmosphere Determine business impact as a result of change Develop a communication platform for employees to give feedback and respond to the feedback in a timely and transparent manner Engage major stakeholders in the evaluation of change initiatives <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Conduct pulse survey in a timely manner to assess the reactions to change, and make adjustment as appropriate Educate employees with success stories and change experience in an open and positive manner as part of the improvement process Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of clear and specific criteria for measuring change effectiveness. Execution of change results analysis in a timely manner to determine the pace and effectiveness of change initiatives. Formulation and implementation of adjustments to originally planned change initiatives. Engagement with major stakeholders in the evaluation of change initiatives.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Change Management

1. Title	Identify major stakeholders and assess their change readiness
2. Code	106924L5
3. Range	Analysing major stakeholders' reactions to the proposed change and their commitment to new working practices. This applies to the implementation of change readiness assessment of a range of major stakeholder groups for getting the organisation prepared to participate in the change journey.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the concerns from different major stakeholders in relation to the proposed change (e.g. change of job duties, need to develop new skill sets) Understand how to conduct change readiness assessment in order to manage major stakeholders effectively throughout the change process Understand gap analysis and risk assessment as important components of change readiness assessment <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify all major stakeholders that will be impacted by the change Analyse the readiness of major stakeholders through appropriate tools and channels (e.g. employee survey) Develop a strong network among major stakeholders for successful implementation of change Share change strategies among major stakeholders to assess their change readiness and willingness to participate in the change journey Partner with major stakeholders in embracing a common goal for change and identifying potential barriers <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Effectively analyse the reasons of resistance to change and proactively address them Maintain transparency throughout the change process so that major stakeholders are able to envision the expected change
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of major stakeholders in an efficient and effective manner in accordance with the concerned changes. Execution of change readiness assessments by using appropriate quantitative and qualitative tools and channels. Engagement with major stakeholders for multiple sources of input and ownership throughout the identification and assessment process.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Change Management

1. Title	Identify change champions to implement change
2. Code	106925L5
3. Range	Identifying influential change champions to advocate change of the organisation. This applies to the identification of change champions from different stakeholder groups as well as the delivery of carefully planned projects and programmes for new working practices.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand what are necessary in identifying appropriate change champions Understand the role and responsibilities of change champions for change implementation Understand the stakeholder category (e.g. advocate, supporter, neutral, adversarial) for identifying appropriate change champions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify appropriate individuals from different levels of organisation to be change champions Conduct an official opening / kick-off session for change champions before launching a change initiative Involve change champions at the initial stage of change process to drive change and build ownership of the change process Plan and implement change initiatives with change champions Develop a strong network among change champions to facilitate effective communication and support <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Develop performance assessment mechanism to proactively assess effectiveness of change champions in carrying out their mission and assignment Motivate managers to drive team's continuous performance as a result of implementing change, in an open and collaborative manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of change champions appropriate for the planned changes. Engagement with major stakeholders for multiple sources of input and ownership throughout the identification process. Establishment of communication network among change champions to support their role and responsibilities throughout the change journey.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Change Management

1. Title	Articulate the business case or reasons for change
2. Code	106926L5
3. Range	Articulating change directions and / or specific change initiatives for strengthening the organisation's competitiveness and developing a sense of urgency for change. This applies to the communication of substantial change in the organisation with the use of quantitative and qualitative data support.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the goals for organisational change and the business case / business situation as to why change is needed Understand the business impact on implementing change and the need to conduct risk assessment as part of the change process Understand the resistance to change and its impact on initiating and implementing change <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Demonstrate the process of change from current to the future state Develop proper communication plans to obtain employees' feedback on proposed change Develop employee communication programmes to explain the need to change and revise the pace of change based on their feedback Present business cases to explain the reasons for change Maintain effective communication through a designated platform Articulate key messages and information in a transparent, open and honest manner Address concerns and answer questions raised by employees in a timely manner (e.g. through town hall meetings) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively help employees envision own personal benefit from change Proactively develop and update business case to explain the needs for change
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment and presentation of business case to create a sense of urgency for change and explain business implications. Establishment and execution of communication plans and programmes to explain the needs for change, elicit employees' opinions and listen to their concerns. Engagement with all employees for their support to the change in the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 1. Organisation Development and Human Resource Strategy

Key Function : Change Management

1. Title	Facilitate change and deal with resistance to change
2. Code	106927L5
3. Range	Facilitating and tracking the change process and helping major stakeholders to deal with change more effectively. This applies to all change initiatives of the organisation and managing different types of resistance in the change journey.
4. Level	5
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the pros and cons of the proposed change for an objective assessment of potential impact on different stakeholders Understand stakeholders' needs, concerns and possible reasons for resistance to change <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop the required competencies for implementing change Develop strategies, methodologies and tactics to deal with resistance to change Develop progress reporting mechanism to track the change process Balance the gains and losses of different stakeholders, continue to communicate the latest change progress and its positive impact Identify training needs driven by the change and plan for appropriate training <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Show empathy to the groups of employees or particular individuals being affected by the change and provide specific information or solution to address their concerns Seek support and resources (e.g. workforce and human resource tools) to facilitate the change effectively and efficiently Manage the change process with sensitivity to avoid overloading stakeholders
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Facilitation of execution of planned changes in an efficient and effective manner, and with strong stakeholder support and engagement. Establishment of measures to manage resistance to change and progress reporting mechanism to track the change process. Execution of training needs analysis and formulation of training plan and / or competency framework as an integral part of the change process.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Workforce Planning and Strategy

1. Title	Design resourcing strategy and plan
2. Code	106930L6
3. Range	Engaging major stakeholders to collect their input on departmental workforce budgets and plans with specific requirements of experience, knowledge and skills. This applies to the design and implementation of local and / or global human resource (HR) resourcing strategies and plans that meet both the strategic needs of the organisation and the practical needs of various departments.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the impact of all internal, external, historical and future factors which impact the organisation's long-term workforce planning and strategy Understand the approved departmental workforce plans and budgets Understand the available resourcing strategies and solutions in the market that the organisation operates in <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine the objectives and time frame of workforce planning of each department in the organisation Devise a mechanism for long-term workforce forecasting with due consideration of all developments and changes within and outside the organisation (e.g. political, economic, social, technological, legal and environmental) Design local and / or global HR resourcing strategies and plans in alignment with HR strategy, with due consideration of all possible internal and external resources (e.g. implementing internal referral scheme, identifying external successors for key and strategic positions) Introduce the approved resourcing strategies and plans with department heads in a timely manner <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Actively engage departments' participation to solicit their feedback, endorsement and as needed, approval on departmental workforce budgets and plans with experience, knowledge and skills demand, with reference to organisational structure, current workforce and potential attrition Proactively explore new and innovative resourcing strategies and solutions in meeting diversified business requirements Align the workforce plans and employee cost projection accurately with the organisation's business objectives and approved budget
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment and implementation of a mechanism for long-term workforce forecasting as an integral part of the organisation's workforce planning process. Establishment and implementation of local and / or global HR resourcing strategies and plans to support the organisational strategies and meet the departments' practical needs (e.g. providing training to employees to take on new roles, employing external resources to complete some tasks). Engagement with major stakeholders in the workforce planning process for multiple sources of input and ownership of the HR resourcing strategies and plans.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Workforce Planning and Strategy

1. Title	Analyse current resource level and anticipate future skills demand and potential attrition
2. Code	106929L5
3. Range	Applying the techniques of workforce planning to estimate the future workforce requirements and potential attrition. This applies to the process of analysing current resource level and future human resource (HR) needs of the organisation to achieve its business strategies and objectives.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the business strategies and objectives of the organisation Understand the key elements and requirements of workforce planning cycle <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Analyse the current resource level according to the organisation's local and / or global workforce plans Identify the short-term and long-term implications on workforce planning based on the analysis results Identify future skills demand and potential attrition, in collaboration with departments, by reviewing the organisation's business objectives, attrition trends and market situations <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Align the time frame of workforce review and planning with the budgeting and business planning cycle of the organisation Engage major stakeholders in the workforce planning process
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of analysis on current resource level. Identification of future workforce requirements and potential attrition. Engagement with major stakeholders in the process of analysing current resource level and future HR needs.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Workforce Planning and Strategy

1. Title	Validate headcount levels and skills requirements
2. Code	106931L5
3. Range	Validating the size, natures, capabilities and sources of workforce supply which will be required to meet the organisation's business requirements. This applies to the implementation of local and / or global headcount trend analysis to support strategic decision-making for the organisation, with the support of departments.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand common problems and best practices of headcount review and reporting as well as job levelling Understand the skill requirements of different departments in the organisation for timely update <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Conduct headcount trend analysis to identify attrition rate, headcount variance, headcount growth rate, etc. Review skill requirements and job levels according to the latest business review in order to align with business requirements Validate headcount levels and skill requirements against business objectives and industry benchmarking on a regular basis Devise accurate headcount reporting for workforce forecasting, with support from departments <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Propose amendments on headcount and seek senior management's approval, where appropriate Revise skill requirements in a timely manner to suit the ever-changing business environment and regional jurisdiction requirements, as needed
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of headcount trend analysis. Provision of accurate headcount report for workforce forecasting. Engagement with key stakeholders in headcount trend analysis.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Workforce Planning and Strategy

1. Title	Validate effectiveness of workforce planning and strategy, and monitor expenditure against budget
2. Code	106935L5
3. Range	Analysing workforce movement within the organisation and monitoring workforce expenditures against budget. This applies to the periodic review and alignment of the local and / or global workforce plans and strategy for enabling continuous improvement of workforce strategies and departmental performance.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand how the workforce planning and strategy of the organisation is monitored <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Analyse workforce movement of each department on a regular basis, with support from line management, to identify significant variances Monitor the actual human resource (HR) related expenses of each department and identify budget variances, in collaboration with finance department and department heads Implement departmental corrective action plans to address significant variances, in collaboration with finance department and department heads <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Effectively implement corrective action plans to maintain HR related expenses within approved budget Work with departments and solicit approval to adjust the plans according to changing business needs
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of analysis on workforce movement for the organisation to better understand the phenomena of workforce mobility. Provision of advice on establishment and execution of departmental corrective action plans with relevant parties (e.g. finance department, department heads) to maintain HR related expenses within approved budget.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Workforce Planning and Strategy

1. Title	Complete employee cost and recruitment budget for functional expenses
2. Code	106932L4
3. Range	Estimating total employee cost and recruitment budget that generates the right candidates at the right cost for all business functions. This applies to the production of annual budget of employee remuneration and benefits cost by allocating workforce and related financial resources for the organisation to operate without interruptions.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand specific recruitment needs of different departments in the organisation and related costs for cost projection Understand how recruitment budget and employee cost are prepared <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify and develop a detailed annual plan of employee activities (e.g. training and development programmes) for cost projection by involving internal and external resources (e.g. quotations from potential vendors) Complete annual budget of employee remuneration and benefits cost for senior management's approval <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Verify the content in the annual budget Clearly communicate the approved budgets with department heads
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of comprehensive analysis on all costs associated with staffing and recruitment. Production of annual budget based on the employee remuneration and benefits cost (e.g. payroll, promotions, market salary adjustments) in the following year.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Workforce Planning and Strategy

1. Title	Compile valid job specifications and descriptions
2. Code	106933L4
3. Range	Compiling valid content of a job in terms of activities involved and the human qualities needed to complete the job successfully. This applies to the provision of up-to-date information to the organisation, current and future job holders regarding the duties, roles and responsibilities of the jobs, as well as the characteristics, knowledge and skills of the qualified candidates.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand key elements of job specification (e.g. characteristics and qualifications required for satisfactory performance of defined duties and responsibilities) and job description (e.g. job title, job summary, reporting line, job duties) Understand the changing requirements of jobs within the organisation and regional jurisdiction requirements, as needed <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Organise job analysis with support from line management Prepare or update job specifications and descriptions based on the result of job analysis, in collaboration with line management Confirm the job specifications that are up-to-date with timely tracking of employee movements (e.g. promotions, internal transfer) and recruitment cases <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Verify the content in job specifications and descriptions Proactively contact line management to confirm validity of the updated job specifications and descriptions
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Compilation of valid and up-to-date job specifications and descriptions which are aligned with current performance and future development needs of the business.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Workforce Planning and Strategy

1. Title	Confirm expenses details of employee cost and recruitment budget
2. Code	106934L3
3. Range	Providing assistance in the maintenance of employee cost and recruitment budget that helps hire the right candidates at the right cost for various business functions. This applies to the process of monitoring workforce and related financial resources for the organisation to operate without interruptions.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand specific recruitment needs of different departments in the organisation Understand common employee cost and recruitment expense categories <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Confirm the employee cost and recruitment budget in accordance with the approved annual plan of employee activities (e.g. training and development programmes) Collect expenses details against the employee cost and recruitment budget from different departments Check relevancy and validity of the expenses details collected from different departments Complete relevant reports related to expenses details of employee cost and recruitment budget for management's review in a timely manner <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively contact line management to verify accuracy and confirm validity of the expenses details collected
Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of assistance in monitoring workforce and related financial resources for the organisation. Collection and implementation of accuracy check of expenses details from different departments. Implementation of accuracy check during data entry for data quality and consistency.
7. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Policies and Procedures

1. Title	Develop recruitment policies and procedures
2. Code	106936L5
3. Range	Developing policies to govern recruitment based on the organisation's strategic direction, and developing recruitment procedures to get qualified candidates for the vacancies effectively and efficiently. This applies to the development and implementation of policies and procedures for all types of recruitment for both domestic and international assignments in a compliant, fair, consistent and transparent manner.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the elements and requirements of a recruitment policies and related compliance issues Understand the development or latest update of local and / or international employment related ordinances and statutory regulations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop recruitment policies for the organisation with reference to the approved human resource strategies, local and / or international employment related ordinances and statutory regulations Develop recruitment procedures in details for compliance, fair treatment, consistency and transparency Engage major stakeholders to implement the recruitment policies and procedures <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always maintain documentation of the recruitment policies and procedures through a proper filing system, and maintain it accessible to all employees on a shared platform Review and revise existing recruitment policies and procedures for compliance, fair treatment, consistency and transparency
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment and implementation of recruitment policies in compliance with employment related ordinances and statutory regulations. Establishment and implementation of recruitment procedures for compliance, fair treatment, consistency and transparency. Engagement with major stakeholders for implementation of the recruitment policies and procedures.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Policies and Procedures

1. Title	Develop recruitment process
2. Code	106937L5
3. Range	Developing recruitment process with details (e.g. approval matrix, mechanism, relevant documents) to meet the diversified and ever-changing business needs. This applies to the development and implementation of recruitment process for both domestic and international assignments that provides the organisation with a pool of qualified candidates to enable selection in a compliant, fair, consistent and transparent manner.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the elements and requirements of an effective recruitment process for the organisation Understand employment related ordinances and statutory regulations when designing an effective recruitment process <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop approval matrix and mechanism (e.g. acquisition's approval levels, number of approvers, interviewer's levels, number of interviews for each position) as an integral part of the organisation's recruitment process Develop document templates for respective operating markets and jurisdictions for recruitment purpose (e.g. headcount requisition form, employment application form, interviewer's feedback form, reference check consent form) Identify the standard procedures with which key personal information is collected and filed during recruitment process (e.g. academic certificate, reference letter from previous employers, residential address and phone number) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Conduct regular review to govern the recruitment process and relevant documentation that are strictly complied with employment related ordinances and statutory regulations Revise the current recruitment process to meet the diversified and ever-changing business needs on a regular basis
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment and implementation of approval matrix and mechanism as an integral part of the recruitment process. Establishment and implementation of standard recruitment procedures, workflows and document templates for respective operating markets and jurisdictions to increase efficiency and maintain consistency with equal opportunity and diversity principles.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Policies and Procedures

1. Title	Develop policies to facilitate internal employee mobility
2. Code	106938L5
3. Range	Developing policies to govern internal recruitment / transfer based on the organisation's strategic direction and context. This applies to the development and implementation of policies for facilitating internal / regional / international employee mobility to fill the vacancies concerned effectively and efficiently.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand internal recruitment / transfer policies of the organisation Understand the development or latest update of employment related ordinances and statutory regulations in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop internal recruitment / transfer policies to facilitate internal employee mobility (e.g. job rotation, job advancement) Develop relevant procedures, workflows and document templates for respective operating markets and jurisdictions based on the approved internal recruitment / transfer policies to effectively facilitate internal employee mobility Articulate internal recruitment / transfer policies with all levels of employees Maintain documentation of internal recruitment / transfer policies and procedures through a proper filing system, and make it available on a shared platform to enable easy access <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Conduct regular document review to govern the internal recruitment / transfer policies and procedures that are strictly complied with employment related ordinances and statutory regulations Revise the internal recruitment / transfer policies, procedures and related documents to meet the diversified and ever-changing business needs on a regular basis
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of internal recruitment / transfer policies in compliance with employment related ordinances and statutory regulations. Establishment of procedures, workflows and document templates for respective operating markets and jurisdictions to facilitate internal employee mobility.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Policies and Procedures

1. Title	Validate effectiveness of recruitment policies and procedures
2. Code	106939L5
3. Range	Identifying the strengths and improvement areas of the current recruitment policies and procedures. This applies to the periodic review and alignment of recruitment policies and procedures for both domestic and international assignments by collecting a variety of evidence to assess the extent to which the organisation's recruitment and human resource strategies have been met.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the development or latest updates of employment related ordinances and statutory regulations in respective operating markets and jurisdictions Understand the elements and requirements of an effective recruitment policies and procedures <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Conduct user experience survey in relation to the organisation's recruitment policies and procedures Analyse the findings of user experience survey to identify improvement areas Conduct periodic review to govern the recruitment policies and procedures that are in compliance with employment related ordinances and statutory regulations and meet the diversified and ever-changing business and employee needs <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Identify appropriate adjustments to the recruitment policies and procedures based on regular reviews for senior management's approval Clearly articulate the updated policies and procedures to all employees for effective implementation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of appropriate tools to evaluate user experience in the organisation's recruitment policies and procedures. Execution of periodic review on the recruitment policies and procedures.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Channels and Methods

1. Title	Assess potential recruitment agencies / vendors
2. Code	106941L5
3. Range	Assessing potential business partners to implement recruitment process and achieve recruitment objectives and targets. This applies to the selection process of recruitment agencies / vendors and ongoing management of vendor relationship for effective local and / or global workforce planning and resourcing.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the latest trends and development of recruitment services in respective operating markets and jurisdictions Understand reputation, relevant industry experience, recruitment consultant profiles, candidates' database, fees and other conditions of potential recruitment agencies / vendors <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop the criteria for selecting appropriate recruitment agencies / vendors Identify potential recruitment agencies / vendors via different channels (e.g. referral, online search) Develop or maintain a database to keep track of the operating capabilities and services of each of the potential recruitment agencies / vendors Develop selection mechanisms (e.g. interviews) to assess potential recruitment agencies / vendors based on the predefined criteria Conduct selection of recruitment agencies / vendors <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always conduct reference check for service quality of the potential recruitment agencies / vendors
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for assessing potential recruitment agencies / vendors. Implementation of assessment against specific criteria for identifying appropriate recruitment agencies / vendors in accordance with predefined criteria.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Channels and Methods

1. Title	Negotiate service terms and conditions with recruitment agencies / vendors and conduct regular review on their performance
2. Code	106942L5
3. Range	Outsourcing recruitment process to external parties who are specialised in talent acquisition activities from sourcing, screening to interviewing. This applies to the process of determining the service terms and conditions of the service contract, and managing vendor performance and contract renewal.
4. Level	5
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand general service terms and conditions adopted by recruitment agencies / vendors in respective operating markets and jurisdictions Understand essential legal terms and elements to facilitate an effective review of service contract <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop or maintain a database to keep track of the operating capabilities and available services for each of the existing recruitment agencies / vendors Develop and negotiate the terms and conditions of the service contract Conduct regular review to manage the performance of recruitment agencies / vendors with reference to adopted key performance indicators <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Manage contract renewal or termination based on the result of vendor performance evaluation Adopt effective negotiation tactics in liaising terms and conditions of service contracts with recruitment agencies / vendors
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of terms and conditions of the service contract against market benchmark for cost-effectiveness. Establishment of key performance indicators for evaluating the performance of recruitment agencies / vendors. Implementation of negotiation with recruitment agencies / vendors if necessary. Implementation of regular review on the performance of recruitment agencies / vendors in accordance with predefined key performance indicators.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Channels and Methods

1. Title	Validate effectiveness of the existing recruitment channels and methods
2. Code	106944L5
3. Range	Identifying the strengths and improvement areas of the existing recruitment channels and methods. This applies to the periodic review and alignment of existing recruitment channels and methods by collecting a variety of evidence to determine their effectiveness.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the pros and cons of different recruitment channels and methods (e.g. from traditional hiring process to emerging online recruitment) Understand the key metrics (e.g. lead time, cost per hire, applicant volume) for reviewing the effectiveness of recruitment channels and methods <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop or revise the list of key metrics and measuring mechanism (e.g. lead time, cost per hire, applicant volume) for reviewing the effectiveness of recruitment channels and methods Conduct regular user experience survey to review the effectiveness of recruitment strategy and existing recruitment channels and methods Analyse and review findings of the survey to assess the performance and effectiveness of the existing recruitment channels and methods <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively explore new recruitment channels and methods (e.g. online recruitment) to improve cost-effectiveness and recruitment result
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of key metrics and mechanism to evaluate the effectiveness of existing recruitment channels and methods. Execution of periodic review on the effectiveness of existing recruitment channels and methods.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Channels and Methods

1. Title	Search for recruitment channels suitable for the specific operating markets
2. Code	106940L4
3. Range	Searching for a variety of recruitment channels suitable for the specific operating markets. This applies to the development and maintenance of a variety of recruitment channels for building and maintaining strong connection with potential sources of candidates.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key success factors of an effective recruitment channel Understand different recruitment channels (e.g. social media, internet job boards) for specific operating markets <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Measure different recruitment channels and identify the most cost-effective channels which are suitable for the specific operating markets Liaise with recruitment or media agencies, educational institutions and professional associations in order to explore and identify recruitment channels suitable for the specific operating markets Leverage on established network to reach out to potential candidates (e.g. professional bodies, job fairs, schools and universities) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively search for new and innovative recruitment channels for improving recruitment outcome and cost-effectiveness
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of appropriate recruitment channels which are suitable for the specific operating markets in terms of the quality of hire and cost-effectiveness. Engagement with different stakeholders for developing recruitment networks and channels.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Channels and Methods

1. Title	Complete recruitment content details and deploy the identified recruitment channels and methods
2. Code	106943L4
3. Range	Providing an overview of the position that summarises key responsibilities and the importance of the role to the overall success of the organisation. This applies to the production of a job posting and a newspaper / social media advertisement to motivate the right kind of candidates to apply for the job.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements and requirements of an effective recruitment communication Understand various sources to locate potential candidates in the market for different job openings <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Complete clear and precise recruitment content details based on the organisation's job specification and job description Use content marketing to attract the right candidates by building and showcasing a compelling employer brand to potential candidates Adopt the most cost-effective recruitment channels and methods Adjust existing recruitment channels and methods if necessary to maximise recruitment outcome <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively search for new recruitment channels and methods to improve cost-effectiveness and recruitment result
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Completion of recruitment contents in a clear and precise manner. Execution of candidate search through the identified recruitment channels and methods.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Recruitment Channels and Methods

1. Title	Monitor recruitment budget
2. Code	106945L4
3. Range	Applying analytical skills to monitor the recruitment expenditures against budget. This applies to the process of keeping track of all the expenses incurred by the recruitment process, and managing budget variance with departmental corrective action plans.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements of general recruitment budget and the budgeting process in the organisation Understand how departmental budgets work and demonstrate analytical skills in order to monitor recruitment budget <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Complete recruitment expenses report with support from finance department Monitor and review the actual recruitment expenses and budget variance of each department, in collaboration with finance department and department heads Implement departmental corrective action plans for significant budget variances, in collaboration with finance department and department heads, to maintain workforce expenses within approved budget <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Update the departments with unplanned / unbudgeted items and cost projection in a timely manner Proactively search for new recruitment channels and methods to save cost and maximise results
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of recruitment expenses report for monitoring the recruitment budget. Monitoring of departmental corrective action plans with relevant parties (e.g. finance department, department heads) to maintain workforce expenses within approved budget.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Provide training and support to the hiring manager on hiring and selection process
2. Code	106946L5
3. Range	Providing timely training and support to hiring managers with reference to the organisation's recruitment policies and procedures. This applies to the hiring and selection process for both domestic and international assignments involving the hiring managers for consistency in implementation of recruitment policies and procedures.
4. Level	5
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements of an effective hiring and selection process Understand the hiring and selection process adopted by the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop or revise job advertisement based on the updated job specification and description for hiring manager's endorsement Define the selection criteria for the job opening with the hiring manager Validate and revise the job advertisement if response is slow Provide training to the hiring managers on the key skills and steps in hiring and selection process Provide support to the hiring manager in making selection decision <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always use the most up-to-date job specifications and descriptions in hiring and selection process Maintain collaboration with hiring managers throughout the hiring and selection process
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Production of job advertisement based on the updated job specification and description. Establishment of selection criteria for the job opening with the hiring manager. Provision of supporting to hiring managers on the key skills (e.g. interviewing skills). Establishment of procedures in hiring and selection process.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Devise and implement interview process of senior positions
2. Code	106948L5
3. Range	Evaluating suitability of the identified candidates in the interview process. This applies to the interview process of senior positions for both domestic and international assignments in compliance with employment related ordinances and selecting the most qualified candidate for the job, in collaboration with the hiring managers.
4. Level	5
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of a positive interviewing experience on employer branding and reputation management Understand the importance and possible consequences of violating employment related ordinances and statutory regulations in the process of interviewing and selection <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Employ the most effective format of interview (e.g. structured and panel interviews) that best meets the hiring manager's preference and the nature of hiring position Set up questions for conducting preliminary interviews with the identified candidates in compliance with employment related ordinances Analyse candidates' suitability to the job based on their performance during interview and responses to questions related to job requirements Educate hiring managers to ask questions based on job requirements in compliance with employment related ordinances and statutory regulations during the interview Coach the hiring managers to express an appropriate degree of sensitivity and empathy to candidates during the interview <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Identify improvement areas to enhance the recruitment result and candidate experience in the interviewing and selection process Proactively evaluate the interview experience with the hiring managers
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of interview questions relating to the basic requirements of the job and in compliance with employment related ordinances. Implementation of interview process for selecting the most qualified candidate for the job.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Source and apply appropriate assessment tools
2. Code	106950L5
3. Range	Sourcing and applying valid, fair and effective assessment tools to meet specific recruitment needs for filling critical vacancies at all levels. This applies to the assessment of qualified candidates for all levels of positions in support of making selection decisions for both domestic and international assignments.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key factors for evaluating, selecting and applying appropriate tools for different levels of positions (e.g. the validity and reliability of the assessment) Understand the assessment tools available in the market <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Analyse the strengths and weaknesses of the available assessment tools in the market Source the most appropriate and cost-effective assessment tools based on the job requirements for different positions Evaluate the trend in conducting assessments and the associated tools available in the market Analyse a variety of factors (e.g. confidentiality, compatibility with different technology platforms) to identify and select appropriate assessment tools for different levels of positions Apply the adopted assessment tools in order to collect job-related information on qualified candidates <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively validate effectiveness of the adopted assessment tools for different levels of positions
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for selecting appropriate assessment tools for different levels of positions. Implementation of assessment based on predefined criteria and mechanism for identifying and selecting appropriate assessment tools. Application of adopted assessment tools for making an employee selection decision.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Implement the approval process of employment offer
2. Code	106951L5
3. Range	Implementing the appropriate approval process for both domestic and international assignments with due consideration of internal relativity and external benchmarking. This applies to implementation of internal relativity and external benchmarking, background and reference check, and completion of appropriate approval process of employment offers for all levels of positions.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements of recruitment and selection under local and / or international employment related ordinances and statutory regulations Understand the procedures of making an employment offer adopted by the organisation Understand the employer's legal obligations of relocating employees abroad and / or hiring expatriates <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop an employment offer with compensation and benefits package and job grade with reference to the internal grading system, salary mapping and market benchmarking Analyse the latest market salary survey data for all job levels relevant to the positions in the organisation Articulate the proposed compensation and benefits package with necessary documentation to the hiring manager for endorsement and, when necessary, approval Conduct background and reference check to verify information accuracy (e.g. qualification, work experience, visa) with the candidate's consent and validate legitimacy of relevant documents (e.g. reference letters from previous employer(s) provided by the candidate) Conduct internal relativity and external benchmarking before making each local or international employment offer <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always strictly comply with employment related ordinances and statutory regulations during the employment offer process Always obtain candidate's consent prior to conducting background check
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of each local or international employment offer with compensation and benefits package and job grade with reference to the internal grading system, salary mapping and market benchmarking. Completion of the approval process before making each local or international employment offer.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Assess candidate's background and experience against job requirements through initial screening
2. Code	106947L4
3. Range	Assessing the applicants' background, experience, basic skills and qualifications required for the job. This applies to the verification of employment history, credential and education, as a key process for identifying shortlisted candidates for interviews.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of initial screening to the overall effectiveness of the selection process Understand key job requirements and core competencies in the job descriptions of the job openings <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Adopt a clear set of criteria for initial screening (e.g. academic qualifications, skill sets, years of relevant experience), in collaboration with the hiring manager Adopt a scoring system for standardising the initial screening process as well as maximising objectivity of the initial screening Screen applications and resumes received according to the pre-determined screening criteria Produce a list of potential candidates for the hiring manager's consideration after initial screening in order to identify shortlisted candidates for interviews Search and recommend new options for conducting initial screening (e.g. group selection by a panel, use of electronic tools) for enhancing effectiveness and objectivity <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always strictly comply with equal opportunities and other employment related ordinances when conducting initial screening Always handle candidate's information with care and confidentiality
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of initial screening for identifying shortlisted candidates for interviews. Production of a list of potential candidates after initial screening.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Interview candidates for junior positions
2. Code	106949L4
3. Range	Obtaining a better understanding of and evaluating the identified candidates in the interview process. This applies to the interview process of junior positions in compliance with employment related ordinances and selecting the most qualified candidate for the job.
4. Level	4
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of a positive interviewing experience on employer branding and reputation management Understand the importance and possible consequences of violating employment related ordinances and statutory regulations in the process of interviewing and selection <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Use the most effective format of interview for recruiting junior positions (e.g. one-to-one interviews, written test) Use appropriate criteria for recruiting junior positions (e.g. relevant working experience, academic record, knowledge and skills) Arrange and conduct interviews with the identified candidates in compliance with employment related ordinances Review candidates' suitability to the job based on their performance during interview and responses to questions related to job requirements Ask questions based on job requirements and in compliance with employment related ordinances and statutory regulations during the interview <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Express an appropriate degree of sensitivity and empathy to candidates during the interview
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of appropriate interview format and criteria for recruiting junior positions. Implementation of interview process for selecting the most qualified candidate for the job.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Execute the process of making an employment offer
2. Code	106952L4
3. Range	Executing the process of making an employment offer based on the approved employment terms and conditions, and negotiating with the successful candidate if necessary. This applies to the process of making local or international employment offer to the successful candidate.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand employment related ordinances and statutory regulations in respective operating markets and jurisdictions in order to make employment offers Understand the procedures of work permit / visa application in respective operating markets and jurisdictions for making employment offer to non-local candidates <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Deliver verbal employment offer to the successful candidate and outline the compensation and benefits package and other terms and conditions of the offer, and negotiate with the successful candidate if necessary Prepare employment contract with the proposed terms and conditions for senior management's approval following the recruitment policies Verify validity of the successful candidate's work visa / permit prior to the contract commencement date, or provide assistance in application <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Effectively communicate with the selected candidate on the approved employment terms and conditions Always keep the employment contract terms and conditions strictly confidential
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of the process of making local or international employment offer to the successful candidate. Implementation of negotiation with successful candidate if necessary. Preparation of local or international employment contract for every successful candidate that includes specific employment terms and conditions.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Schedule interviews with applicants
2. Code	106953L2
3. Range	Scheduling interview dates and times with applicants. This applies to the implementation of recruitment procedures to get qualified candidates for the vacancies effectively and efficiently.
4. Level	2
5. Credit	2 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of an effective interview schedule for both the applicant and the organisation Understand the organisation's recruitment procedures and scheduling tool for interview <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Comply with data protection principles and avoid non-compliance Follow standard operating procedures for scheduling interviews with applicants Contact the shortlisted applicants for interviews in accordance with the available timeslots Record the confirmed schedule for each applicant in the organisation's scheduling tool for interview Update the record in the organisation's scheduling tool for interview when there is change in the interview schedule (e.g. cancellation) Send confirmation of the interview schedule to applicants <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Remind the applicants to attend interviews as scheduled via agreed channel (e.g. phone, email)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of scheduling interviews with the shortlisted candidates. Implementation of accuracy check during data entry for data quality and consistency.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Assessment, Selection and Employment Offer

1. Title	Handle and file information of the unsuccessful applicants
2. Code	106954L2
3. Range	Handling information of the unsuccessful applicants in a prudent manner and filing related documents systematically. This applies to the implementation of operating procedures for processing the unsuccessful applicants' personal data in compliance with employment related ordinances and statutory regulations in respective operating markets and jurisdictions.
4. Level	2
5. Credit	2 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand ordinances and statutory regulations related to data protection and release of personal data in respective operating markets and jurisdictions Understand data protection principles and established policies and guidelines on data protection in compliance with Personal Data (Privacy) Ordinance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Comply with data protection principles and avoid non-compliance Follow the organisation's guidelines and directives for data protection and release of personal data Perform accuracy check during data entry and for data management <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Follow the standard operating procedures to operate a well-organised documentation system for unsuccessful applicants to capture, manage, store, preserve, deliver and dispose their personal data and interview records Handle and file the unsuccessful applicant's personal data, and interview records if applicable, in accordance with standard operating procedures (e.g. store for future recruitment processes for a pre-determined period of time, dispose of the application forms and resumes after a pre-determined period)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of accuracy check during data entry for data quality and consistency. Implementation of standard operating procedures to handle human resource (HR) data and file HR records.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Onboarding New Employees

1. Title	Develop onboarding process and procedures
2. Code	106955L5
3. Range	Developing onboarding process and procedures to help new employees feel welcome and prepared for their jobs. This applies to the development of onboarding process and procedures for providing guidelines and tools (e.g. onboarding checklist and templates) to achieve an effective and efficient onboarding experience.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements of successful onboarding to design the most appropriate onboarding process for the organisation Understand the importance of onboarding within the talent management cycle <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop an onboarding checklist to achieve an effective and efficient onboarding experience Develop document templates for respective operating markets and jurisdictions that require new employees to sign on the start date (e.g. code of conduct declaration and intellectual property agreement) Articulate the organisation's policies and procedures (e.g. distribution of employee handbook) with new employees Develop different types of announcement templates for respective operating markets and jurisdictions in welcoming new employees and organise orientation programme or office tour for new employees Set up work station (e.g. network access, creation of email account, phone installation, seating arrangement) before new employee reports for duty <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively explore ways to improve on the onboarding experience (e.g. the first 90 days at the new job, use technology to facilitate the process) Proactively engage with new employees to address their onboarding needs
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of onboarding process, procedures and tools (e.g. checklist and document templates) for respective operating markets and jurisdictions to achieve an effective and efficient onboarding experience. Engagement with new employees for provision of assistance in their preparation for the jobs.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Onboarding New Employees

1. Title	Organise and execute induction and orientation programme
2. Code	106957L4
3. Range	Providing new employees with essential information about working in the organisation (e.g. history of the organisation, business direction, organisational structure) through appropriate induction and orientation programmes. This applies to the provision of induction and orientation programmes for assisting new employees to adapt to their new work environment and have a better understanding of the organisation.
4. Level	4
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements of an effective induction and orientation programme Understand the objectives and benefits of induction and orientation programmes <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Organise and conduct the induction and orientation programme in collaboration with all / relevant departments in the organisation Arrange induction and orientation programme for new employees at appropriate intervals Provide essential information about the organisation (e.g. history of the organisation, vision, mission, values, business direction, strategies, organisational structure) during the induction and orientation programme Adjust agenda and content of the induction and orientation programme on a regular basis in meeting the diversified and changing business needs Collect feedback on the effectiveness of induction and orientation programme for continuous improvement <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always provide the induction and orientation programme to new employees at specific intervals or timeframe upon commencement of employment Organise and conduct induction and orientation programme with due consideration of the target participants and available resources
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment and provision of appropriate induction and orientation programmes for different levels of employees (e.g. organising a tailor-made induction and orientation programme for senior management) in a timely manner.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Onboarding New Employees

1. Title	Work with relevant departments to prepare necessary resources for new employees
2. Code	106956L3
3. Range	Providing assistance in preparing necessary resources for new employees in collaboration with the hiring manager and relevant departments. This applies to the provision of onboarding supports for new employees.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of effective onboarding, induction, and orientation to both the new employees and the organisation Understand details of the onboarding procedures as well as the induction and orientation programmes adopted by the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Communicate with managers about the importance of onboarding, induction, and orientation as well as their role and engagement in making onboarding to new employees successful Work out an onboarding plan (e.g. specific equipment, training and induction plan) for the new employees Contact relevant parties (e.g. IT department) to provide technical training to new employee for operation in the workstation (e.g. personal computer, intranet, shared files, software applications and other devices) where appropriate <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Report the concerns or needs of new employees to relevant parties (e.g. the hiring manager) in a timely manner Work effectively and efficiently with relevant departments to expedite the onboarding process and procedures
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Preparation of necessary resources for each new employee, in collaboration with the hiring manager and relevant departments.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Employer Branding and Reputation Management

1. Title	Develop employee value proposition and design employer branding strategy
2. Code	106959L6
3. Range	Defining the organisation's set of offerings to its employees and designing employer branding strategy that is unique and effective in creating employer brand and talent attraction. This applies to the development and maintenance of employee value proposition and employer branding strategy as an integral part of talent management, employer branding and reputation management of the organisation.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the concepts and good practices of employee value proposition and its linkage with employer branding Understand the elements that contribute to an effective and competitive employer branding strategy (e.g. employer brand, strategic objectives, compensation and benefits package) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Employ appropriate methodologies to conduct organisational research on employee experience (e.g. online survey for all employees, focus groups for employee representatives) Engage employees via appropriate channels (e.g. forum, workshop) to collect inputs and suggestions on setting future direction of the organisation and formulating an employee value proposition Identify both internal and external perceptions of the organisation's corporate image and core values with effective tools and measures Promote the organisation's values and beliefs as an integral part of employer branding and reputation management Develop a unique, holistic and strong employee value proposition with senior management for the organisation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively articulate key messages of the employee value proposition to promote the organisation as a preferred employer, as part of employer branding strategy Validate effectiveness of the defined employee value proposition and employer branding strategy in a timely manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of a unique, holistic and strong employee value proposition and employer branding strategy with senior management for recruitment, retention, employee engagement and the overall perception of the organisation in the market. Implementation of organisational research and employee engagement to assess employee experience and enhance employee value proposition and employer branding strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Employer Branding and Reputation Management

1. Title	Design policies, channels and activities to facilitate internal and external communications
2. Code	106960L6
3. Range	Fostering better communication and engagement with employees, customers and other stakeholders. This applies to the design and implementation of policies, channels and activities for building the connection between employee value proposition and employer branding strategy for recruitment, retention, employee engagement and the market positioning of the organisation.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the objectives, principles, and benefits of employer branding Understand the organisation's commitment in employer branding and reputation management Understand the good practices of internal and external organisational communications <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design policies to facilitate internal and external communications with reference to the organisation's employee value proposition and employer brand, and seek senior management's endorsement and support Nurture and sustain positive employee experience and employer brand through appropriate means (e.g. corporate video, career development opportunity, employee experience) Design appropriate communication platforms (e.g. digital media) to promote corporate image, people practices (e.g. talent attraction, retention and engagement) and employee experience effectively Identify appropriate analytics (e.g. leverage on big data) for employer branding communication <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Consistently nurture and drive the employer brand through continuous education and communication to all employees (e.g. incorporating the employer brand into internal communications, human resource related websites and documentations) Benchmark best practices of building the connection between employee value proposition and employer branding strategy
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies, channels and activities to facilitate internal and external communications with reference to the organisation's employee value proposition and employer branding strategy. Establishment of appropriate communication platforms to promote corporate image, people practices and positive employee experience. Identification of appropriate analytics for employer branding communication.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Employer Branding and Reputation Management

1. Title	Advocate the organisation's core values with positive employee experience
2. Code	106958L5
3. Range	Translating the organisation's vision, mission and core values (VMV) into employee behaviour and practices that advocate and sustain positive employee experience and employer brand. This applies to the development of means and mechanisms for developing practices of employer branding and positive employee experience, as well as creating a workplace that fosters job satisfaction and professional growth in the career of employees.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's VMV and their implications on the business operation Understand the concepts and good practices of employer branding, reputation management and employee experience <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Translate VMV into employee behaviour that advocate and sustain positive employee experience and employer brand (e.g. better well-being, positive attitudes, happiness and satisfaction) Develop means to advocate VMV and positive employee experience throughout the organisation (e.g. designing activities or practices to enhance employee's satisfaction and engagement) Provide information that upholds the organisation's VMV and reputation (e.g. organisational news, management appointment) to internal and external stakeholders Develop mechanisms (e.g. job search and job opening alerts) to provide a consistent and positive candidate experience across all recruitment channels, including social media and digital platform Develop a workplace, as an integral part of the organisation's core values, that fosters job satisfaction and professional growth in the career of employees (e.g. employees are able to envision their personal goals achieved while serving in the organisation) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of employer branding and reputation management in the market Proactively analyse employee feedback on the organisation's values and positive experience
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of appropriate means to advocate VMV and positive employee experience throughout the organisation (e.g. designing activities or practices to enhance employee's satisfaction and engagement). Establishment of mechanisms (e.g. job search and job opening alerts) to provide a consistent and positive candidate experience across all recruitment channels, including social media and digital platform.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Employer Branding and Reputation Management

1. Title	Manage the recruitment process to deliver positive candidate experience
2. Code	106962L5
3. Range	Managing all interactions effectively at different stages of the recruitment process (e.g. job advertisement, applicant's enquiry, interview, making employment offer). This applies to the provision of a consistent and positive candidate experience throughout the recruitment process and the management of different recruitment channels including social media and digital platform.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the concept and importance of candidate experience to employer branding and talent attraction Understand different stages of the recruitment process Understand best practices of managing candidate experience in the market <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop guidelines and measurement standards for hiring managers to create positive candidate experience at different stages of the recruitment process Adopt appropriate methods to obtain support from all employees in offering a positive candidate experience (e.g. giving a warm and welcoming impression at the reception) Provide clear instructions in the job application process for different levels of positions and share important job information (e.g. career path examples) with candidates during interview Provide an alternative to the candidate (e.g. applying for other vacant positions) where appropriate Assess the candidate experience throughout the recruitment process <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Promptly acknowledge receipt of employment applications and inform estimated timeline of selection process Manage the interview time effectively Stay connected with candidate in a professional manner throughout the process, before final hiring decision is made Communicate with the candidates about the outcome of the interview in a timely manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of recruitment guidelines and measurement standards to create consistent and positive candidate experience throughout the recruitment process. Engagement with all employees for provision of positive candidate experience. Execution of assessment of candidate experience throughout the recruitment process (e.g. well-prepared for interviews, provision of important job information to candidates during interviews and timely follow-up after interviews) in accordance with the predefined measurement standards.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 2. Workforce Planning and Resourcing

Key Function : Employer Branding and Reputation Management

1. Title	Organise appropriate events or produce communication tools to promote the organisation
2. Code	106961L4
3. Range	Organising employer branding events in accordance with the needs of the organisation and preparing standardised communication tools for different purposes (e.g. seeking support from employees, improving customer experience). This applies to the promotion of the organisation and its employee value proposition in a consistent manner.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand how key industry players or competitors in respective operating markets and jurisdictions build their employer brand Understand the pros and cons of common branding activities (e.g. advertising, trade fair, sponsorship, product design and packaging) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Produce a communication toolkit including the organisation's history, VMV, strategies, culture, work environment, compensation and benefits, career development, etc. to be used for recruitment, employee induction and orientation, and learning and development activities Search for communication channels that allow the organisation to communicate with key stakeholders effectively Liaise with champions / ambassadors to deliver key messages at different employee levels Organise employer branding events in partnership with relevant departments where appropriate Make necessary arrangements for senior management to attend major branding events or communication sessions <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Communicate key messages consistently and proactively follow up with feedbacks and suggestions collected from employees and stakeholders
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of the planned employer branding events for promoting the organisation. Production of appropriate communication tools (e.g. toolkit, online forum) to promote the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Reward Strategy

1. Title	Formulate reward strategy in alignment with the organisational strategic objectives and human resource (HR) strategies
2. Code	106963L7
3. Range	Formulating a strategy to develop, prioritise and integrate reward initiatives. This applies to the development of reward strategy for providing a direction in which reward management should go to support the organisational strategic objectives and HR strategies, with the support from senior management.
4. Level	7
5. Credit	7 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the characteristics of different types of reward strategies (e.g. intrinsic versus extrinsic rewards, financial versus non-financial rewards) Understand how reward strategy can actively contribute to the short-term and long-term organisational strategic objectives Understand different phases of reward strategy development (e.g. diagnosis, design, testing and implementation) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Create the most suitable reward strategy for the organisation based on thorough consideration of multiple factors (e.g. talent strategy, organisation culture, business nature and life cycle, short-term and long-term business goals and objectives, pay progression approaches, tax legislation, financial affordability of the organisation) Formulate a reward strategy with a right mix of financial and non-financial rewards for the organisation Consult and solicit support of senior management for the reward strategy <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always formulate reward strategy in the context of the organisation's business needs and overall HR strategies Benchmark best practices to engage senior management to formulate reward strategy
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of analysis on the possible reward strategies based on thorough consideration of multiple factors. Establishment of a reward strategy that links to the organisational strategic objectives and HR strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Reward Strategy

1. Title	Formulate a reward philosophy as guiding principle of reward framework
2. Code	106964L7
3. Range	Translating the organisation's vision, mission and values into a reward philosophy that guides the design and decision-making of base salary, short-term and long-term incentives, recognition and benefits. This applies to the process of developing a reward framework, with the support from senior management.
4. Level	7
5. Credit	7 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the concept and value of reward philosophy when developing reward strategy Understand the trends of reward strategy (e.g. creating a culture of recognition, total reward strategy) in respective operating markets and jurisdictions Understand the key factors that contribute to the development of a reward philosophy (e.g. organisation's core values, external business environment) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Formulate a reward philosophy in alignment with the organisation's strategic objectives and human resource strategies Establish a reward philosophy as guiding principle of reward framework for the organisation (e.g. variable pay, emphasis on competence and continuous development) Consult and solicit support of senior management for the reward philosophy Formulate reward philosophy statements in a simple and concise manner to guide the development and implementation of reward strategies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Establish an appropriate reward philosophy that matches the size, nature and culture of the organisation Investigate social and economic trends and their potential impact on the development of reward strategy and philosophy
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of thorough discussions with senior management before formulation of reward philosophy for multiple sources of input and ownership of reward philosophy. Establishment of a reward philosophy as guiding principles to develop a reward framework for the organisation (e.g. variable pay, emphasis on competence and continuous development) Formulation of reward philosophy statements in a concise manner to guide the development and implementation of reward strategies.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Reward Strategy

1. Title	Design reward policies, procedures and practices
2. Code	106965L6
3. Range	Designing reward policies, procedures and practices to promote employee engagement and productivity. This applies to the process of developing a reward system for recognising employees' contribution to the success of the organisation.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand statutory regulations and ordinances in relation to employee compensation and benefits in respective operating markets and jurisdictions Understand the key components of an effective reward system (e.g. compensation and benefits, performance recognition, career development) Understand the latest trends in executive compensation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design policies for rewarding employees in accordance with their performance, competences, skills, experience and / or market worth Design procedures and practices in relation to reward management, employee compensation and benefits (e.g. job evaluation, payroll) Design an effective reward system for the organisation that recognises employee performance and achievements in a fair and equitable manner (e.g. equal pay regardless of sex, race) Design executive compensation structure and / or plan Design compensation cycle / annual merit increase or bonus awards after the annual performance evaluation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices (e.g. total reward) to enhance the competitiveness and effectiveness of reward system Redesign or integrate reward policies, procedures and practices along the changes of the organisation at merger and acquisition / divestiture / ownership when necessary
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of reward policies, procedures and practices in compliance with employee compensation and benefits in respective operating markets and jurisdictions. Establishment of a reward system with policies, procedures and practices that recognises employee performance and achievements in a fair and equitable manner. Establishment of executive compensation structure and / or plan. Establishment of compensation cycle / annual merit in coordination with annual performance review cycle.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Reward Strategy

1. Title	Evaluate competitiveness and effectiveness of reward system
2. Code	106967L6
3. Range	Evaluating the policies, procedures, practices as well as maintaining a balance between internal equity and external competitiveness of the reward system; and proposing improvements with due consideration of cost implications. This applies to the periodic review and alignment of reward system for maintaining its competitiveness and effectiveness, with the involvement of relevant stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance and objectives of reviewing reward system, policies, procedures and practices Understand different review methodologies for conducting periodic review of reward system, policies, procedures and practices Understand different barriers to the competitiveness and effectiveness of reward system (e.g. lack of resources, lack of information and data) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine criteria to evaluate the competitiveness and effectiveness of each component of the reward system (e.g. financial impact and costs, employee turnover, stakeholders' views) Identify appropriate methods to review the competitiveness and effectiveness of reward system (e.g. external benchmarking data) Evaluate market data related to reward system from different sources (e.g. market trends and salaries reports, professional bodies, changes of legal / stock exchange requirements for employees' share award scheme) Solicit input from stakeholders on the existing reward system for continuous improvement Revise the existing reward system (e.g. introducing new reward programmes that are of better value to employees), taking into consideration the cost implications <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices (e.g. alignment of rewards to business strategy, proactive communications) to enhance the competitiveness and effectiveness of reward system
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for evaluating the competitiveness and effectiveness of reward system. Execution of evaluation of reward system in accordance with the predefined criteria and mechanisms on a regular basis.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Reward Strategy

1. Title	Develop and manage a compensation and benefits budget
2. Code	106966L5
3. Range	Developing and managing budget to provide competitive compensation and benefits to employees. This applies to the development and monitoring on implementation of compensation and benefits budget by identifying financial resources for the organisation to operate without interruptions and recognising employees' efforts and performance with budgetary resources.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand cost implications of each reward programme Understand financial principles and guidelines in developing and managing a compensation and benefits budget <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify current compensation and benefits related employee cost at different employee levels within the organisation Conduct scenario analysis on different parameters that will impact compensation and benefits budget Develop compensation and benefits budget in collaboration with managers and finance department Establish targets for human resource costs with reference to financial performance of the organisation and manage budget against targets Conduct variance analysis for different reward programmes on a regular basis and identify causes of budget variance and savings opportunity in collaboration with finance department <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Propose adjustments to compensation and benefits (e.g. pay structure, medical benefits, change of outsourcing vendors) with anticipated return on investment for senior management's approval Regularly review budget variance with consideration of business and financial performance of the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of compensation and benefits budget in collaboration with managers and finance department. Execution of monitoring on implementation of compensation and benefits budget (e.g. regular review to identify variance and cost savings opportunity) to maintain workforce expenses within approved budget.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Job Evaluation and Base Pay / Job Structure

1. Title	Design job / pay grade structure
2. Code	106969L6
3. Range	Designing job / pay grade structure for existing employees and maintaining equity among the jobs. This applies to the development of policies and guidelines on the job / pay grade structure for providing a structure for compensating all levels of employees, managing domestic and international payroll, reflecting relativity and enabling career progression within the organisation in a fair and equitable manner.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand that clear job / pay grade structure facilitates objective decisions on pay and career progression in respective operating markets and jurisdictions Understand the basic steps to design a job / pay grade structure (e.g. job analysis and evaluation, pay survey analysis, pay policy development, pay structure formation) Understand different job families / job functions and respective career progression and development opportunities in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop career ladders and career paths for employees to enhance their knowledge and skills Determine an appropriate number of job / pay grades that clearly distinguish among different job levels and corresponding levels of knowledge, skills and responsibilities Define job / pay grade descriptions Design job / pay grade structure effectively to support employees' career progression and development opportunities (e.g. clarifying distinctions among grades, setting criteria for career movement) Investigate career paths and career ladders according to each job family and job / pay grade structure <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively design policies and guidelines on job / pay grade structure to support organisational development and maintain internal equity Compare non-benchmark jobs to benchmark jobs within the same job family / job function in accordance with factors important to that job family / job function
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of career ladders and career paths within the organisation. Establishment of a job / pay grade structure with clear description of each job / pay grade that distinguishes among different job levels and corresponding levels of knowledge, skills and responsibilities. Establishment of policies and guidelines on job / pay grade structure in respective operating markets and jurisdictions to support organisational development and maintain internal equity.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Job Evaluation and Base Pay / Job Structure

1. Title	Design base pay range / structure
2. Code	106970L6
3. Range	Designing base pay range / structure with reference to the results of job evaluation and analysis, along with the adopted job / pay grade structure. This applies to the development of base pay range / structure and pay policy line for determining internal equity relationships among jobs and identifying competitive pay practices in the market that enables pay progression in line with reward strategy.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements of a base pay range / structure (e.g. pay schedules, job grades, pay ranges) Understand the characteristics of different types of base pay range / structures (e.g. job family structure, graded structure, broad-banded structure) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Investigate market data from different sources (e.g. pay trend surveys, professional bodies) to determine pay progression Design base pay structure with due consideration of its characteristics Determine pay policy line to set mid-point values for all jobs and establish minimum and maximum pay levels, relationship between pay grades and pay ranges accordingly Determine the organisation's remuneration position in the pay market and the appropriate pay mix (e.g. fixed or variable pay) with reference to market trends <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate distribution of salary positions in each grade range according to job evaluation results Design guidelines for special adjustment and promotional adjustment to attract and retain employees
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of base pay range / structure in respective operating markets and jurisdictions with due consideration of its characteristics that supports the organisational strategic objectives and reward strategy. Establishment of pay policy line to set mid-point values for all jobs according to the organisation's reward philosophy, and establish minimum and maximum pay levels, relationship between pay grades and pay ranges accordingly.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Job Evaluation and Base Pay / Job Structure

1. Title	Conduct job evaluation and analysis
2. Code	106968L5
3. Range	Defining duties, responsibilities, accountabilities and skills associated with a particular job; then using appropriate approach to validate the value of the job in the market and its relationship to other jobs in the organisation. This applies to the process of conducting job evaluation and analysis for analysing the contributions of a job to the organisation's value proposition with reference to internal relativity and market benchmarking, as well as slotting jobs into appropriate pay grades and classification of relevant job family / job function.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand principles and methodologies of different job evaluation approaches (e.g. point approach, ranking approach, classification approach) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Select the most suitable job evaluation approach in consideration of the nature of the organisation (e.g. a more scientific or quantitative approach for a large organisation) Conduct job evaluation and analysis to assess experience and skills necessary to perform particular job duty with reference to the latest job description Validate contributions of the jobs to the organisation's value proposition Slot jobs into appropriate pay grades and classify them to relevant job family / job function Review and validate job descriptions Link internal job evaluation results with market benchmark levels <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always slot positions into appropriate pay grades based on job evaluation results
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of analysis on experience and skills necessary to perform particular job duty with reference to the latest job description in respective operating markets and jurisdictions. Execution of slotting jobs into appropriate pay grades and classification of relevant job family / job function. Establishment of linkage between internal job evaluation results and market benchmark levels.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Job Evaluation and Base Pay / Job Structure

1. Title	Conduct periodic pay and grading review exercise
2. Code	106971L5
3. Range	Reviewing both the existing job / pay grade structure and base pay structure; and proposing adjustments around grading system, transitional arrangements and incentives to be provided to different levels of employees. This applies to the periodic review and alignment of pay and grade of all levels of employees for maintaining competitive pay positioning in respective operating markets and jurisdictions.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of pay and grading review exercise in job evaluation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Define objectives and scope of the review exercise in alignment with reward strategy and business needs Conduct pay and grading review exercise regularly by matching the latest job descriptions, measuring the value of each job and referring market benchmarking to relevant jobs Gather market data (e.g. via pay trend surveys, professional bodies) to conduct data and sensitivity analysis and initiate off-cycle pay review exercise for affected groups (e.g. contract employees) when necessary Review grading system according to internal grades and external titles Make adjustment to mid-points value and pay ranges based on the organisation's reward strategy and review on pay progression to maintain competitive pay positioning Set up budget for base pay revision, promotion, special adjustment and variable bonus with reference to the organisation's reward strategy and business performance Provide guidance to managers to follow reward philosophy, budget and guidelines through pay and grading review exercise Identify recurring and non-recurring cost impact to the organisation and provide sensitivity analysis to facilitate senior management's decision-making <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Validate effectiveness of the review exercise to identify improvement areas
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of pay and grading review exercise on a regular basis by matching the latest job descriptions, measuring the value of each job and referring market benchmarking to relevant jobs. Establishment of budget for base pay revision, promotion, special adjustment and variable bonus with reference to the organisation's reward strategy and business performance. Provision of advice to managers on relating reward philosophy, budget and guidelines to the organisational strategic objectives and human resource strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Job Evaluation and Base Pay / Job Structure

1. Title	Coordinate market benchmarking survey
2. Code	106972L4
3. Range	Coordinating market benchmarking survey so that the organisation can compare compensation and benefits of critical roles with other organisations in respective operating markets and jurisdictions. This applies to the process of participating in market benchmarking survey for achieving external equity and maintaining competitiveness of the organisation to attract, retain and motivate employees.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the benchmarking objectives and mechanism of the survey company Understand the pay components represented by different benchmarking parameters and terminologies in the benchmarking survey set by the survey company <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Assess validity related to the benchmarking survey (e.g. data use and confidentiality) that would have impact on the organisation Match different pay components within the organisation with the benchmarking parameters Select job that highly resembles the internal job based on job family, job grade, job content, etc. for benchmarking Compile and provide relevant data required for participating in the benchmarking survey Check data integrity for comparison and handle data discreetly with a high level of professionalism Communicate survey results, observations and implications to senior management <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Support internal human resource (HR) professionals and department heads to interpret the survey results for driving talent management and employee engagement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of relevant data to the survey company for participating in the benchmarking survey. Provision of support to internal HR professionals and department heads to interpret the survey results.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Design and Administration of Compensation Scheme

1. Title	Design compensation scheme
2. Code	106973L6
3. Range	Designing compensation scheme to reward the employees for their contributions in accordance with their performance and motivate them towards achieving the organisational goals. This applies to the design and implementation of the organisation's compensation scheme to attract, retain and motivate all levels of employees through a combination of financial and non-financial compensations.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand that compensation scheme is one of the key elements of the organisation's reward strategy to attract, retain and motivate employees Understand different types of reward elements (e.g. direct financial compensation, indirect financial compensation, non-financial compensation) in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine appropriate reward elements in the compensation scheme (e.g. fixed pay, short-term incentive, holidays) according to the organisation's reward strategy Determine components of fixed pay (e.g. monthly salary, fixed allowances) and variable pay (e.g. discretionary performance bonus, stock options) for all levels of employees Estimate total payout amount of all variable pay components and analyse the cost implications Present the budget of compensation scheme for senior management's approval <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly evaluate and redesign the compensation scheme according to the latest development of the organisation and / or external market changes Solicit input from major stakeholders (e.g. senior management, shareholders, employees) to identify strategic reward elements, if appropriate Maintain the compensation scheme in a good balance between internal equity and external competitiveness
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of analysis on the possible combinations of financial and non-financial compensations for design of compensation scheme. Establishment of compensation scheme and budget with due consideration of balance between internal equity and external competitiveness.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Design and Administration of Compensation Scheme

1. Title	Assess potential compensation and benefits (C&B) vendor and manage vendor relationship
2. Code	106975L5
3. Range	Assessing potential vendors and managing vendor relationship by measuring performance and driving continuous improvement. This applies to the selection process of C&B vendors and ongoing management of vendor relationship for effective administration of the compensation scheme.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of effective administration of the compensation scheme Understand different types of C&B vendors (e.g. payroll, relocation, tax advice, insurance) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop criteria and mechanism for assessing potential C&B vendors Implement the vendor selection process in a fair and transparent manner Develop an effective network with major C&B vendors in the market Identify potential C&B vendors based on their scope of services Appoint C&B vendors based on the organisation's business needs Articulate the scope of services and performance requirements with the designated vendors Develop key performance indicators to track and assess performance of the designated vendors Review vendor performance against key performance indicators and provide feedback with the designated vendors to uphold service standards <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of vendor management to enhance vendors' value and observe best return to the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for assessing potential C&B vendors. Implementation of assessment based on predefined criteria and mechanism for selecting appropriate C&B vendors. Establishment of key performance indicators for review of vendor performance. Provision of timely and ongoing feedback to designated vendors.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Design and Administration of Compensation Scheme

1. Title	Articulate the adopted compensation scheme with stakeholders and manage their expectations
2. Code	106976L5
3. Range	Deploying multiple channels to articulate the compensation scheme with employees / stakeholders and managing their expectations. This applies to the communication with employees / stakeholders for obtaining their support and addressing their concerns related to the organisation's compensation scheme in a timely manner.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's reward strategy, philosophy, policies, procedures and practices <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Anticipate feedback and concerns of employees / stakeholders in relation to the adopted compensation scheme, and proactively formulate strategy to manage their expectations Select appropriate communication channels to articulate the adopted compensation scheme with employees / stakeholders Develop communication materials to present linkage between the compensation scheme and the organisation's reward strategy Liaise with managers on the operation of the adopted compensation scheme Establish mechanism to collect employee's feedback and answer their queries <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively collect employee feedback during the communication process Respond to employees' comments and queries in a timely and professional manner Regularly validate the effectiveness of stakeholder communication for ongoing improvement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of communication channels that are effectively used within the organisation to introduce the compensation scheme to employees / stakeholders. Establishment of mechanism to collect employees' feedback and answer their queries. Execution of two-way communication with employees / stakeholders for presenting linkage between the compensation scheme and the organisation's reward strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Design and Administration of Compensation Scheme

1. Title	Administer compensation scheme
2. Code	106974L4
3. Range	Administering compensation scheme in compliance with statutory regulations and ordinances in relation to employees' compensation in respective operating markets and jurisdictions. This applies to the administration of compensation scheme for achieving and maintaining compliance for compensating employees.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand statutory regulations and ordinances in relation to employees' compensation in respective operating markets and jurisdictions Understand legal compliance responsibilities of the organisation (e.g. maintaining employment contracts, keeping track of amendments to terms of employment) in order to design and administer compensation scheme Understand the differences between chargeable (e.g. leave pay, fringe benefits, termination payments) and non-chargeable (e.g. severance payments, long service payments, jury fees) income according to statutory regulations and ordinances in relation to employees' compensation in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Calculate and disburse all payments in compliance with local employment ordinance Seek professional advice if applicable (e.g. legal and compliance department, external consultants, vendors for international assignment services) regarding the design and administration of compensation scheme for legal and regulatory compliance Collect information of the latest legislation changes in respective operating markets and jurisdictions to maintain the organisation's compensation practices in compliance <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Execute human resource audit for legal compliance in compensation / pay equity with the support of relevant departments (e.g. legal and compliance department, internal audit department)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Adoption of payment system to disburse payments to employees on schedule. Execution of information or advice seeking regarding the administration of compensation scheme for legal and regulatory compliance in respective operating markets and jurisdictions.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Payroll and Benefits Administration

1. Title	Develop and manage payroll process
2. Code	106977L5
3. Range	Developing workflow and system interface that deal with payroll accounting (e.g. calculation of monthly salaries, fixed allowances, discretionary performance bonus, stock options) and payroll administration (e.g. administration of retirement benefits, disbursements of salaries). This applies to the development and implementation of domestic and / or international payroll processing workflow and system interface, with the involvement of relevant stakeholders, to enable the organisation to run payroll process in a timely, accurate and consistent manner.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the relevant statutory regulations and employment ordinances in respective operating markets and jurisdictions Understand common challenges of payroll administration (e.g. mis-classification of employees, poor record-keeping, breaches in confidentiality) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop domestic and / or international payroll processing workflow and system interface in compliance with regulatory requirements and internal policies Set up payroll approval framework, guidelines and responsibilities, including internal control procedures for payroll (e.g. segregation of duties) Make off-cycle payments for relevant employees in compliance with legislation, if applicable Verify domestic and / or international payroll <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Develop audit trails to track payroll transactions that are authorised and processed appropriately Set up internal control system for payroll (e.g. payroll notices to employees and necessary reports) Regularly analyse payroll process to identify areas for improvement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of domestic and / or international payroll processing workflow and system interface with relevant parties (e.g. IT department, vendors) in compliance with regulatory requirements and internal policies. Establishment of domestic and / or international payroll approval framework, guidelines and responsibilities for appropriate segregation of duties and control responsibilities. Execution of implementation of payroll cycle and off-cycle payments for relevant employees in compliance with legislation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Payroll and Benefits Administration

1. Title	Define the coverage of benefit scheme
2. Code	106978L6
3. Range	Defining chargeable (e.g. leave pay, fringe benefits, termination payments) and non-chargeable (e.g. severance payments, long service payments, jury fees) compensation provided to employees in addition to their monthly salaries; and managing budget of benefit scheme. This applies to the development and implementation of benefit scheme to increase the economic security of employees and improve employee engagement and talent retention with due consideration of financial affordability of the organisation.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the pros and cons of offering employee benefits in the organisation Understand the organisation's reward strategy, philosophy, policies, procedures and practices Understand employee benefit trends and their cost implications <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Align benefit scheme and total rewards with business goals and human resource (HR) strategies Identify appropriate benefit items with due consideration of budget and employee needs Conduct market benchmarking and cost analysis Define coverage of the benefit scheme with due consideration of financial affordability of the organisation Explore options of benefit items (e.g. family assistance, group insurance, multinational pooling arrangement, wellness programme) based on changing employee demographics and needs <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Conduct regular benefit-cost analysis for achieving benefit scheme's cost-effectiveness Benchmark best practices to enhance the competitiveness and effectiveness of various types of benefits
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of benefit scheme and total rewards in alignment with business goals and HR strategies. Implementation of regular market benchmarking and cost analysis to estimate the total cost of employee benefits and implications for employees (e.g. tax exposure) so as to define the coverage of benefit scheme.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Payroll and Benefits Administration

1. Title	Assess potential payroll vendors and manage vendor relationship
2. Code	106980L5
3. Range	Assessing potential vendors and managing vendor relationship by measuring performance and driving continuous improvement. This applies to the selection and ongoing management of payroll vendors for effective domestic and / or international payroll and benefits administration.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of effective payroll and benefits administration Understand the common payroll services available in the market (e.g. payroll submission, tax filing, payroll cost reporting) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop criteria and mechanism for assessing potential payroll vendors Implement the vendor selection process in a fair and transparent manner Develop an effective network with major payroll vendors in respective operating markets and jurisdictions Identify potential payroll vendors based on their scope of services Appoint payroll vendors based on the organisation's business needs Articulate the scope of services and performance requirements with the designated vendors Develop key performance indicators to track and assess performance of the designed vendors Review vendor performance against key performance indicators and provide feedback with the designated vendors to uphold service standards <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of vendor management to enhance vendors' value and observe best return to the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for assessing potential payroll vendors. Implementation of assessment based on predefined criteria and mechanism for selecting appropriate payroll vendors in respective operating markets and jurisdictions. Establishment of key performance indicators for review of vendor performance. Provision of timely and ongoing feedback to designated vendors.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Payroll and Benefits Administration

1. Title	Articulate the adopted benefit scheme with stakeholders and manage their expectations
2. Code	106981L5
3. Range	Deploying multiple channels to articulate the benefit scheme with employees / stakeholders and managing their expectations. This applies to the communication with employees / stakeholders for obtaining their support and addressing their concerns related to the organisation's benefit scheme in a timely manner.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's reward strategy, philosophy, policies, procedures and practices <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Anticipate needs and concerns of employees / stakeholders in relation to the adopted benefit scheme, and proactively formulate strategy to manage their expectations Select appropriate communication channels to articulate the adopted benefit scheme with employees / stakeholders Develop communication materials to present the linkage between the adopted benefit scheme and the organisation's reward strategy Partner with payroll vendor to conduct employee communication sessions on market update and the adopted benefit scheme, when appropriate Devise frequently asked questions and answers on the adopted benefit scheme for employees Develop a mechanism to collect employees' feedback and answer their queries <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Respond to employees' comments and concerns in a timely and professional manner Validate the information of benefit scheme in employee handbook Regularly validate the effectiveness of stakeholder communication for ongoing improvement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of communication channels that are effectively used within the organisation to introduce the benefit scheme to employees / stakeholders. Establishment of mechanism to collect employees' feedback and answer their queries. Execution of two-way communication with employees / stakeholders for presenting linkage between the benefit scheme and the organisation's reward strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Payroll and Benefits Administration

1. Title	Execute legal compliance and related tax treatment
2. Code	106979L4
3. Range	Completing all relevant documentations and implementing a stream of daily work in support of domestic and / or international payroll and benefits administration according to employee related ordinances and statutory regulations in respective operating markets and jurisdictions. This applies to the execution of legal compliance responsibilities of the organisation's compensation practices.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand employee related ordinances and statutory regulations in relation to payroll and employee benefits in respective operating markets and jurisdictions Understand legal compliance responsibilities of the organisation (e.g. keeping payroll records, reporting changes in employees' terms of employment, completing Employer's Returns) Understand the differences between chargeable (e.g. leave pay, fringe benefits, termination payments) and non-chargeable (e.g. severance payments, long service payments, jury fees) income according to employee related ordinances and statutory regulations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Calculate and disburse all payroll transactions in compliance with legislation, including special cases (e.g. salary deduction due to causes such as absence from work, damage to or loss of the employer's equipment) Report and make contributions to mandatory provident fund scheme or recognised occupational retirement schemes in a timely manner (e.g. enrolments for new employees, terminations of enrolments for retirees) Comply with legislation to report and compensate for work-related injuries Liaise with relevant parties (e.g. healthcare agent, insurance company, payroll vendor) on compensation disputes and settlement of claims, where appropriate <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Complete all relevant documentations in a timely manner Seek professional advice (e.g. legal and compliance department, external consultants) regarding the domestic and / or international payroll and benefits administration for legal and regulatory compliance, if applicable Collect information of the latest legislation changes to maintain the organisation's compensation practices in compliance
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of all domestic and / or international payroll activities (e.g. calculation of monthly salaries, fixed allowances, administration of retirement benefits, disbursements of salaries) in a timely, accurate and consistent manner. Execution of report on retirement contributions and compensation for work-related injuries in a timely manner. Execution of effective communication with relevant parties in support of domestic and / or international payroll and benefits administration.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Payroll and Benefits Administration

1. Title	Maintain an updated payroll and benefits system
2. Code	106982L3
3. Range	Maintaining workflow and system interface in relation to payroll accounting (e.g. calculation of monthly salaries, fixed allowances, discretionary performance bonus, stock options) and payroll administration (e.g. administration of retirement benefits, disbursements of salaries). This applies to the implementation of domestic and / or international payroll process in a timely, accurate and consistent manner and off-cycle payments for relevant employees in compliance with legislation.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand common challenges of payroll administration (e.g. mis-classification of employees, poor record-keeping, breaches in confidentiality) Understand common payroll categories and payment process <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Maintain domestic and / or international payroll processing workflow and system interface in compliance with regulatory requirements and internal policies Adopt payroll approval framework, guidelines and responsibilities, including internal control procedures for payroll arrangement (e.g. segregation of duties) Collect data for payroll calculation and check against payment justifications (e.g. overtime, shift, leave records) Check data integrity, accuracy, confidentiality and security in payroll process Prepare off-cycle payments for relevant employees in compliance with legislation, if applicable Complete relevant reports related to payroll accounting for management's review in a timely manner Check eligibility on various compensation and benefit schemes <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively provide assistance in developing audit trails to track payroll transactions that are authorised and processed appropriately Proactively maintain internal control system for payroll (e.g. payroll notices to employees and necessary reports)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of domestic and / or international payroll processing workflow and system interface with relevant parties (e.g. IT department, vendors) in compliance with regulatory requirements and internal policies. Implementation of accuracy check during data entry for data quality and consistency as well as standard operating procedures to handle payroll data and file payroll records. Implementation of payroll cycle and off-cycle payments for relevant employees in compliance with legislation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Monitoring, Evaluation and Communication of Reward Policies, Procedures and Practices

1. Title	Facilitate and manage the pay review exercise
2. Code	106983L5
3. Range	Developing and implementing policies and practice to facilitate and manage the pay review exercise. This applies to the development and implementation of policies and practices for governing the pay review process to determine the pay adjustments with due consideration of employee performance, length of service in the job, existing salary, internal equity, external benchmarking, budget, etc.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the value of pay review exercise to the organisation and its employees Understand the organisation's major sources of revenue and cost implications of reward strategy on its key financial metrics Understand the trends of reward strategy in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop pay review policies and practices to address the organisation's business needs Develop approval mechanism to manage off-cycle pay review exercise Analyse market data related to pay trends from different sources (e.g. pay trend surveys, professional bodies) and determine the market values of different jobs in the organisation Review overall performance and salary level relative to job responsibilities after performance review exercise is completed Collaborate with finance department and validate key financial metrics in the budget (e.g. pay increase allocation amongst business units) Devise frequently asked questions and answers to facilitate implementation of pay review exercise Propose base pay structure adjustments, with due consideration of cost implications for senior management's approval <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always define the roles and responsibilities in the pay review exercise (e.g. who proposes and who approves pay review request)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and practices to facilitate and monitor the pay review exercise with reference to the organisation's reward strategy and reward philosophy. Establishment of approval mechanism to manage off-cycle pay review exercise in order to take care of the new employees and the employees who transfer payroll categories and miss the review date. Execution of monitoring on implementation of pay review exercise in accordance with the pre-set policies and practice.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Monitoring, Evaluation and Communication of Reward Policies, Procedures and Practices

1. Title	Validate effectiveness of the application and impact of pay-for-performance process and system
2. Code	106984L5
3. Range	Validating effectiveness of pay-for-performance process and system. This applies to the validation of pay-for-performance process and system for maintaining a successful pay-for-performance programme within the organisation in order to improve employee attraction, retention and motivation, promote fair treatment and equity, and manage employee cost.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the value of an up-to-date and competitive pay-for-performance scheme Understand different methodologies for pay-for-performance evaluation (e.g. case study, data analysis, survey) Understand key components of a successful pay-for-performance programme (e.g. adequate funding, suitable job characteristics, appropriate performance feedback) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Review application and impact of pay-for-performance process and system to maintain fairness and effective management (e.g. a good mix of pay-for-performance programme and other reward elements, guidelines for merit allocation are based on the organisation's reward philosophy) Deploy human resource analytics to validate effectiveness of pay-for-performance programme (e.g. financial contribution to the organisation) Deploy appropriate models to review performance (e.g. process measures on level of customer satisfaction and outcome measures on sales volume) Propose and seek senior management's approval on adjustments in pay-for-performance programme with due consideration of cost implications <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively adjust pay-for-performance process and system according to feedback from stakeholders
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of validation of pay-for-performance process and system with reference to the organisation's reward policies. Provision of recommendations on adjustments in pay-for-performance programme with due consideration of cost implications.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Monitoring, Evaluation and Communication of Reward Policies, Procedures and Practices

1. Title	Develop a communication plan on change of reward policies, procedures and practices
2. Code	106985L5
3. Range	Developing communication plan involving multiple channels to communicate the proposed change of reward policies, procedures and practices with employees / stakeholders and managing their expectations. This applies to the development of communication plan for obtaining support from employees / stakeholders, and addressing their concerns related to the proposed change of reward policies, procedures and practices in a timely manner.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the value of developing an effective communication plan Understand the essential components of an effective communication plan (e.g. clear objectives, target audience, communication materials) Understand the organisation's reward strategy, philosophy, policies, procedures and practices <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Anticipate needs and concerns of employees / stakeholders in relation to the change of reward policies, procedures and practices, and proactively develop strategy to manage their expectations Select appropriate communication channels to articulate the change of reward policies, procedures and practices with employees / stakeholders Develop communication materials to present linkage between the change of reward policies, procedures and practices and the organisation's reward strategy Develop a mechanism to collect employees' feedback and answer their queries Provide training to managers to communicate changes of the reward policies, procedures and practices Partner with relevant departments (e.g. corporate communication department) to communicate with external stakeholders (e.g. media, politicians), if applicable <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively review effectiveness of the communication plan Develop timely communication plan if and when there is change of reward policies, procedures and practices to avoid miscommunication amongst employees, particularly at times of merger and acquisition / divestiture / ownership
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of communication channels that are effectively used within the organisation to introduce the change of reward policies, procedures and practices to employees / stakeholders. Establishment of mechanism to collect employees' feedback and answer their queries. Execution of two-way communication with employees / stakeholders for presenting linkage between the change of reward policies, procedures and practices and the organisation's reward strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Monitoring, Evaluation and Communication of Reward Policies, Procedures and Practices

1. Title	Conduct benefit review exercise
2. Code	106987L5
3. Range	Developing mechanism to review existing benefit scheme and preparing budget to manage new benefit scheme. This applies to the periodic review and alignment of benefit scheme of different levels of employees for identifying the ineffective benefit items and making recommendations to enhance the existing benefit scheme with anticipated return on investment (ROI).
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the value of an up-to-date and competitive benefit scheme Understand the trends and development of employee benefits in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Define clear objectives and outcomes of the review (e.g. employee engagement, competitiveness, cost-effectiveness) Set up benchmarking exercise to identify the existing benefit items that present significant deviation from the norm Prioritise benefit items according to employee feedback (e.g. through survey, focus group) Source and select appropriate vendors to fulfil new service requirements for particular benefit items (e.g. dental) Develop budget and conduct cost analysis to estimate the total cost of new benefit scheme and its implications on employees (e.g. tax exposure) Propose changes to benefit scheme with anticipated ROI for senior management's approval <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always conduct the review exercise based on sound framework incorporating business objectives and employee feedback, etc.
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of benefit review exercise in alignment with business goals and human resource strategies. Provision of recommendations on adjustments in benefit scheme with due consideration of cost implications.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Monitoring, Evaluation and Communication of Reward Policies, Procedures and Practices

1. Title	Implement the communication plan on change of reward policies, procedures and practices
2. Code	106986L4
3. Range	Implementing the adopted communication plan with multiple channels to communicate the proposed change of reward policies, procedures and practices with employees / stakeholders. This applies to the communication with employees / stakeholders for systematic information sharing and two-way communication on change of reward policies, procedures and practices.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's communication plan on change of reward policies, procedures and practices Understand key success factors of effective execution of the communication plan (e.g. develop tracking system to document new and ongoing communication activities, use a variety of problem-solving methodologies) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Adopt a timeline with milestones to implement the communication plan on change of reward policies, procedures and practices Maintain ongoing communication with relevant stakeholders (e.g. senior management) for effective execution of the communication plan Communicate the rationale behind the proposed changes on reward policies, procedures and practices Update frequently asked questions and answers on the change of reward policies, procedures and practices for employees Collect employees' feedback and answer their queries <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always provide support to managers and / or relevant departments to handle enquiries related to the change of reward policies, procedures and practices Regularly assess the effectiveness of stakeholder communication for ongoing improvement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of the communication plan for explaining the rationale behind the proposed changes on reward policies, procedures and practices in accordance with the adopted timeline. Establishment of mechanism to collect employees' feedback and answer their queries.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Regional / International Mobility

1. Title	Design policies, procedures and practices for a regional / international compensation system
2. Code	107112L6 (Temporarily assigned. To be advised by QFS.)
3. Range	Developing policies, procedures and practices for a regional / international compensation system to strengthen the organisation's regional / international mobility. This applies to the process of developing of a regional / international compensation system for recognising assignees' contribution to the success of the organisation.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the fundamental principles of designing effective regional / international mobility policies Understand different approaches of tax compliance, regulatory and accounting requirements in multiple host locations when developing procedures and practices Understand the key compensation items for regional / international assignments (e.g. base pay, cost-of-living adjustments, housing allowances) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design regional / international mobility policies to meet the organisation's business and talent development needs Develop procedures and practices to strengthen the organisation's regional / international mobility Engage relevant stakeholders and solicit their inputs in designing a regional / international compensation system <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Monitor closely issues affecting policies, procedures, practices and compensation system on regional / international mobility and make necessary changes Benchmark best practices to enhance the competitiveness and effectiveness of regional / international compensation system
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies, procedures and practices to strengthen the organisation's regional / international mobility. Establishment of a regional / international compensation system to balance rewarding and motivating assignees while keeping costs under control for headquarters.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Regional / International Mobility

1. Title	Develop and manage international assignment programmes
2. Code	106988L5
3. Range	Developing and managing regional / international mobility and international assignment programmes from selection of assignee, preparation for the assignee and the family, measuring the assignee's performance from afar, to repatriating the assignee at the end of an assignment. This applies to the development and implementation of effective regional / international assignment programmes, with the involvement of relevant stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the life cycle of an international assignment (e.g. pre-assignment, pre-departure, arrival, on assignment, repatriation) and the key elements of an effective international assignment (e.g. compensation and benefits, payroll process) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop different international assignment programmes to meet the organisation's business and talent development needs Manage assignees' expectations and provide support throughout the international assignment life cycle Estimate potential costs of the international assignment programmes Assess risk exposure of the international assignment programmes Consult and partner with relevant parties (e.g. the assignee, internal talent sourcing team, business units, external vendors, tax experts, immigration consultants) for a smooth assignment process <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Systematically collect feedback from major stakeholders (e.g. business units, legal department, finance department, the assignees) on the entire assignment experience for continuous improvement (e.g. repatriation satisfaction survey) Proactively measure the value of international assignments and align international mobility practices with business needs
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of different international assignment programmes (e.g. short-term, long-term, project based) with budgets in accordance with the organisation's business and talent development needs (e.g. explore new markets, establish new business relationships, generate or transfer knowledge, develop global leadership skills). Establishment of mechanism to collect major stakeholders' feedback on the assignment experience for continuous improvement.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Regional / International Mobility

1. Title	Assess potential vendors for regional / international mobility and manage vendor relationship
2. Code	106989L5
3. Range	Assessing potential vendors and managing vendor relationship by measuring performance and driving continuous improvement. This applies to the selection process of vendors and ongoing management of vendor relationship for effective regional / international assignment services.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the latest trends and development of international assignment services in respective operating markets and jurisdictions Understand general service terms and conditions adopted by vendors of international assignment services Understand essential legal terms and language to facilitate an effective review of service contracts <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop criteria and mechanism for assessing potential vendors for international assignment services Conduct the vendor selection process in a fair and transparent manner Develop an effective network with major vendors for international assignment services (e.g. tax, transportation, housing, children education, medical and health, visa) in the market Identify potential vendors for international assignment services based on their scope of services (e.g. global tax compliance), geographical presence, customer services, costs, etc. Appoint vendors for international assignment services based on the organisation's business needs Articulate the scope of services and performance requirements with the designated vendors Develop key performance indicators to track and assess performance of the designated vendors Review vendor performance against key performance indicators and provide feedback with the designated vendors to uphold service standards <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of vendor management to enhance vendors' value and observe best return to the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for assessing potential vendors for international assignment services. Implementation of assessment based on predefined criteria and mechanism for selecting appropriate vendors for international assignment services. Establishment of key performance indicators for review of vendor performance. Provision of timely and ongoing feedback to designated vendors.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Regional / International Mobility

1. Title	Liaise with experts to minimise risk exposure of the organisation and the assignee for international assignment
2. Code	106990L4
3. Range	Collaborating with subject matter experts to identify solutions of the critical issues facing the regional / international mobility (e.g. visa, overseas tax, safety and security abroad). This applies to the communication with relevant stakeholders for focusing on risk preventions to make the most of the increasing business opportunities around the globe.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand possible risk exposure of international assignments on the assignee and the organisation Understand different tax planning strategies available to minimise international assignment costs in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Complete tax plans based on tax expert's recommendations for senior management's approval Measure tax implications of sending employees on international assignments (e.g. potential tax obligations of the assignees and any related corporate obligations for reporting and withholding in the host locations) and seek senior management's approval on tax plan Update the assignees' profiles related to health, safety and wellbeing of the assignees on international assignments (e.g. maximising assignee's personal tax efficiency in collaboration with tax expert and finance department) Communicate with the assignees about the organisation's tax strategies and arrangements for international assignments Communicate with the assignees about the possible risks of incidents that might encounter and could affect their performance and retention <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Provide accurate and timely information to tax expert for advice / tax filing Provide assistance to assignee in discussing relevant tax issues (e.g. tax planning options) with tax expert during pre-assignment process, if applicable
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of effective liaison with experts to minimise risk exposure of the organisation and the assignee. Execution of employer's duty of care for international assignees related to health, safety and wellbeing of the assignees on international assignments (e.g. managing a safe work environment, protecting the assignees from all types of harassment in the host locations), with subject matter experts. Completion of tax plans based on tax expert's recommendations for senior management's approval.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 3. Reward Management

Key Function : Regional / International Mobility

1. Title	Provide assistance and support to assignee (and family) for international assignment
2. Code	106991L4
3. Range	Providing assistance and support to the assignees (and family) to handle administrative and personal issues in all areas affecting an overseas assignment (e.g. application for visa, stress, relationship issues, elder care, child care, education). This applies to the engagement with assignees (and families) for managing the issues that arise with an international assignment from pre-departure planning through the repatriation process.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of providing consistent and fair support to existing or new employees who are required to relocate for business reasons <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Communicate the job details of the international assignment (e.g. nature of the position and responsibilities, duration of the assignment, reporting line, business hours / days of new location, compensation and benefits, tax arrangement) with the assignees Provide information of the new location and relocation process (e.g. pre-departure briefing, cultural briefing, look-and-see trip) to the assignees Check fulfilment of all specific requirements of the new location before each assignee's departure (e.g. medical examination, visa) Provide support to assignees to get themselves settled into the new workplace (e.g. orientation programme) and their family into the new community (e.g. shipment assistance, housing, transportation, children education) Calculate all reimbursements for the assignees in accordance with the organisation's refund policies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Communicate regularly with the assignees for employee engagement and talent retention Assist the assignees to reintegrate into home organisation upon completion of the international assignment
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of communication channels that are effectively used within the organisation to discuss international assignment with the assignee (and family). Engagement with the assignee (and family) from pre-departure planning through the repatriation process. Provision of assistance and support to the assignee (and family).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Talent Management and Development Strategy and Process

1. Title	Formulate knowledge management strategy as well as talent management and development strategy
2. Code	106992L7
3. Range	Formulating knowledge management strategy as well as talent management and development strategy based on understanding of the business environment, the organisation and the changing demands and requirements for leadership and core competencies. This applies to the formulation of knowledge management strategy, talent management and development strategy as well as development of competency framework for the organisation, with the involvement of major stakeholders, to nurture a talent management culture.
4. Level	7
5. Credit	7 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the business environment and the industry to anticipate opportunities, challenges and potential changes Understand the impact of changing business environment on organisational capacity and competencies required Understand the importance of knowledge management to enhance the ability of the organisation to solve business problems, adapt and evolve to meet ever-changing business requirements <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine the organisation's demands and requirements for leadership and relevant skills in the organisation Determine the core competencies critical to business success with major stakeholders Translate the requirements for leadership and relevant skills into a competency framework Formulate knowledge management strategy as well as talent management and development strategy <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively investigate the impact of leadership competencies on succession planning, leadership programme, learning and development programme and performance management system
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Formulation of knowledge management strategy as well as talent management and development strategy. Identification of core competencies critical to business success. Establishment of competency framework for the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Talent Management and Development Strategy and Process

1. Title	Design policies and process for knowledge management as well as talent management and development
2. Code	106993L6
3. Range	Designing policies and process to govern knowledge management as well as talent management and development based on the organisation's strategic direction and talent strategy. This applies to the design and implementation of knowledge management as well as talent management and development policies and processes for all human resource functions related to talent management and development (e.g. succession planning, learning and development, performance management), with the involvement of relevant stakeholders.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the definition of talent and objectives for its development in the organisation Understand the importance of linking the organisation's talent management and development policies with its strategic direction Understand fundamental principles of developing effective knowledge management policies as well as talent management and development policies Understand the organisational culture to determine what would or would not work in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Engage relevant stakeholders and solicit their inputs in designing talent management and development policies and process Determine objectives of talent management and development in the organisation in order to formulate effective policies which are based on the organisation's strategic direction Consolidate the proposed policies, process and programmes for knowledge management as well as talent management and development Build a learning organisation and integrate employee learning interventions with business strategies Align relevant programmes (e.g. leadership development programme) with talent management and development policies Lead execution of talent management and development policies and process in a manner that reflects a fair approach to all levels of employees <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of knowledge management as well as talent management and development in the market on a regular basis to support employer branding and reputation management Introduce changes to talent management and development policies for alignment with the changing business environment and the organisation's strategic direction and talent strategy
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. Implementation of policies and process for knowledge management as well as talent management and development with relevant programmes.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Talent Management and Development Strategy and Process

1. Title	Conduct talent reviews to establish human capital inventory
2. Code	106994L5
3. Range	Defining and maintaining a collective perspective of strengths, needs and development opportunities for talent pools with due consideration of internal situation and external environment, present and future development needs and challenges. This applies to the development of human capital inventory to take stock of local and / or global workforce capability in all job families and competency areas relevant to the organisation, with the involvement of major stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand how an accurate and updated human capital inventory improves the organisation's capacity to grow its human capital and business Understand different assessment methodologies for talent reviews and their pros and cons <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Select appropriate assessment methodologies to conduct talent reviews Define criteria for and categories of high potential employees in the organisation that are aligned with future organisational growth and leadership development needs Identify the capabilities available in the current internal and external talent pools Partner with managers to assess all employees in their business units in order to identify the high potential ones Align with the organisation's vision and strategic plan to develop human capital inventory Maintain appropriate competence records to develop human capital inventory for the organisation Involve major stakeholders (e.g. senior management, potential successors) in developing talent development direction and conducting talent reviews Review leadership competencies and relevant skills in the organisation on a regular basis, and adjust their relative importance to business success <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Explore new ways to improve the efficiency and effectiveness of talent reviews Benchmark with best practices of talent reviews in other organisations Effectively facilitate review sessions with functional managers
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of assessment criteria for and categories of high potential employees in the organisation. Execution of talent reviews to identify strengths, needs and development opportunities of talent pools. 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.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Talent Management and Development Strategy and Process

1. Title	Identify the organisational capacity gaps
2. Code	106995L5
3. Range	Analysing capacity gaps of key roles in the organisation based on human capital inventory (e.g. professional qualifications, work-related experiences, competencies of the workforce acquired) and related assessments. This applies to the identification of organisational capacity gaps in all areas of organisational performance and conditions (e.g. leadership, recruitment process) relevant to organisational success, with the involvement of senior management.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the application and effectiveness of different assessment methodologies and tools in identifying organisational capacity gaps Understand what constitutes the organisation's capacity in achieving its goals and satisfying its stakeholders' expectations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Review the current leadership bench strength with senior management Select appropriate methodologies and tools to analyse existing organisational capacity and identify capability gaps of key roles in the organisation which have the strongest impact on strategy implementation Analyse the potential of both short-term and long-term organisational growth to determine the impact on organisational capacity gaps Define the level of competencies required to address the organisational capacity gaps <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly review and measure the identified capacity gaps in terms of organisational performance Involve senior management to discuss and calibrate human capital inventory Consolidate and present professionally the analysis of the human capital assessment and organisational capacity gaps to senior management
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of a clear picture of organisational capacity gaps based on a thorough human capital assessment of the organisation. Execution of analysis on the organisational capacity gaps for developing talent management and development strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Talent Management and Development Strategy and Process

1. Title	Analyse business impact or return on investment (ROI) of the talent management and development strategy
2. Code	106996L5
3. Range	Analyse ROI and factors relevant to the measurement of business impact. This applies to the assessment of business impact and ROI by making use of a variety of business and human capital data to support business decisions and drive the talent management and development strategy, with the support from managers.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand best practices of measuring ROI and factors relevant to measurement of business impact in terms of productivity and cost (e.g. employee turnover, revenue, employee satisfaction rating) Understand analytical and financial management skills for measuring business impact or ROI of the talent management and development strategy <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop performance indicators for ROI (e.g. promotion rate, retention rate within a defined period, turnover rate, employee engagement index, tracking of performance) that are aligned with business objectives Review ROI, both monetary and non-monetary, of individual talent management and development initiatives on a regular basis Analyse the results and validate effectiveness of talent management and development strategy against the organisation's short-term and long-term objectives Project the cost implications of adopting the talent management and development interventions to enable accurate measurement of ROI Review pre- and post-development leadership effectiveness (e.g. changes in employee satisfaction) to enable comprehensive measurement of business impact and improvement in leadership competencies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Obtain support from and agree with managers on the measurement of business impact
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of performance indicators or metrics and appropriate measurement mechanisms. Assessment of business impact and ROI that aligns talent investment with business objectives and the talent management and development strategy.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Succession Planning

1. Title	Determine key roles for succession planning and the required competencies
2. Code	106997L6
3. Range	Determining key roles in the organisation and the required competencies to create competitive advantage and sustainable development of the organisation. This applies to the identification of the required competencies on key roles in different job families in respective operating markets and jurisdictions and a variety of competency areas to enable the organisation to meet opportunities, challenges and potential changes in the industry, with the involvement of senior management and managers.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the industry and business environment, as well as workforce movement and development trends for succession planning Understand the importance of succession planning to the long-term growth of the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Engage managers to update job descriptions with the required competencies on each identified key role Develop a forum of internal social networks for effective sharing of knowledge among employees Consolidate the requirements of each key role into a formal competency framework and review it on a regular basis <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Engage senior management and managers to obtain their endorsement to the identified key roles Align with the wider organisation on the criteria of key roles
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of the required competencies on key roles in the organisation. Engagement with major stakeholders to for multiple sources of input, ownership and quality of succession planning.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Succession Planning

1. Title	Evaluate effectiveness of the development activities for the potential successors
2. Code	107000L6
3. Range	Demonstrating the value and identifying improvement areas of the development activities. This applies to the periodic review and alignment of development activities for the potential successors in respective operating markets and jurisdictions with planned development goals, with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different methodologies for evaluating effectiveness of development activities (e.g. pre- and post-evaluation) and their pros and cons <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify relevant measurable parameters for evaluating effectiveness of the development activities for the potential successors Track the identified parameters and the proficiency level of key competencies demonstrated by the potential successors before and after the development activities are conducted Evaluate effectiveness of the development activities for the potential successors through different measurable parameters (e.g. tracking promotion, internal transfer, improvement in leadership competencies) Engage major stakeholders in the evaluation of development activities for the potential successors <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate and make adjustments appropriately on the development activities to meet changing business needs and strategic direction Present evaluation results with individual potential successors and senior management on the evaluation of development activities Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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). Implementation of evaluation in accordance with predefined parameters and evaluation plan. Engagement with major stakeholders in the evaluation of development activities for the potential successors
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Succession Planning

1. Title	Select potential successors and assist them in developing individual development plan (IDP) consistent with succession roles
2. Code	106998L5
3. Range	Selecting and developing potential successors. This applies to the process of selection and development of potential successors in respective operating markets and jurisdictions for formation of a right mix of critical talents for the organisation.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand assessment methodologies and criteria for identifying potential successors <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Select appropriate assessment methodologies to identify potential successors Analyse human capital inventory of the organisation and search for potential talents, both internal and external, to fill the succession roles Select potential successors based on an agreed set of criteria Match competency required on each key role with internal and external talent pool to effectively identify potential successors Identify competency gaps of potential successors for formulation of IDPs Facilitate career development discussion with managers and potential successors on setting performance goals, defining development areas and identifying appropriate interventions <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively involve senior management in the selection and development process of potential successors Obtain commitment from potential successors to their IDPs by highlighting career opportunities and performance expectations
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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). Provision of assistance in developing IDPs consistent with succession roles for potential successors.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Succession Planning

1. Title	Identify development programmes to support potential successors for continuous learning
2. Code	106999L5
3. Range	Identifying development programmes internally and / or externally to support potential successors' development needs. This applies to the provision of a continuous learning environment within the organisation and a variety of development approaches and programmes for relevant potential successors in respective operating markets and jurisdictions.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the development needs of potential successors for the identified key roles <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Define clear objectives and performance indicators for each development programme and communicate them with relevant potential successors Identify development programmes internally or involve external vendors to take part fully or partially with due consideration of programme quality and cost-effectiveness Develop execution plan to support potential successors for continuous learning Coordinate on-the-job learning interventions (e.g. action learning projects) to enable continuous learning of potential successors Prioritise development programmes with managers based on individual development plan of potential successors <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of talent development in the market
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of clear objectives and performance indicators for each development programme for potential successors. Provision of development programmes by involving internal and external resources to support potential successors for continuous learning. Engagement with the potential successors for their continuous learning.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Succession Planning

1. Title	Develop a regular talent review exercise and revise the succession plan
2. Code	107001L5
3. Range	Providing an opportunity to regularly discuss talent issues in the organisation at a suitable level of depth and focus. This applies to the implementation of timely succession planning with relevant stakeholders, with the use of essential data or information for talent review discussion.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand how an effective talent review process and governing mechanisms work Understand the organisation's succession plan and development objectives for regular talent review and update of succession plan <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop talent review process and governing mechanisms in the organisation for regular talent review exercise and reporting Deploy human resource database to prepare all the essential data or information (e.g. potential talents in the replacement chart) for talent review discussion and succession planning discussion Review and revise individual development plans (IDPs) and the organisation's succession plan based on discussions with relevant stakeholders <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Involve senior management to validate the key roles for succession planning and critical skills required for organisational growth Leverage on talent review exercise in the organisation to review and update the succession plan
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. Execution of regular talent review exercise in accordance with the predefined review process and governing mechanisms on a regular basis Execution of adjustments on IDPs and the organisation's succession plan based on results of talent review.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Leadership and Management Development

1. Title	Design leadership competencies and intervention tools
2. Code	107002L6
3. Range	Designing an organisation's specific leadership competency framework and proper intervention tools. This applies to the development of a well-structured leadership competency framework for the organisation by determining the scope of comprehensive leadership development and unified methods of assessing, selecting and developing target individuals.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand critical success factors for leadership development (e.g. support of senior management, challenging work assignments) Understand the organisation's business environment as well as its impact on the requirement of leadership competencies Understand different types of leadership development interventions (e.g. instructor-led and experiential activities) for selection of intervention tools <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine effective leadership and leadership capabilities in alignment with the organisation's culture, vision and business strategy Design competency framework for the leadership roles Introduce and design intervention tools available internally or in the market, assess their effectiveness and prepare budget for the selected development intervention tools <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practice on leadership development in the market Engage senior management to align expectations on leadership and management development
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of a well-structured leadership competency framework for the organisation. Execution of selection and / or development of intervention tools in accordance with the well-structured leadership competency framework and readiness of the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Leadership and Management Development

1. Title	Evaluate effectiveness of leadership development interventions, and update individual development plans (IDPs)
2. Code	107006L6
3. Range	Investigating and demonstrating the value of leadership development interventions to the organisation. This applies to the periodic review and alignment of local and / or global leadership development interventions with planned development goals.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance and objectives of evaluation in leadership development interventions and update of target individuals' IDPs Understand different methodologies of evaluating effectiveness of leadership development interventions Understand different levels of evaluation ranging from measuring learners' reactions on the intervention to measuring return on investment after adopting the leadership development interventions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Adopt appropriate methodologies to evaluate effectiveness of leadership development interventions Determine evaluation objectives, criteria and methods to evaluate the learning effectiveness of target individuals Engage target individuals on the outcome of evaluation and collaborate with them to adjust their IDPs <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate progress of the development plans regularly Introduce changes to the objectives and design of leadership development interventions based on evaluation results, changing business needs and strategic direction Define the scope of evaluation to cover necessary factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of unified methods of evaluating individual learning effectiveness and effectiveness of internal and / or external leadership development interventions. Execution of evaluations of leadership development interventions in accordance with predefined methods. Implementation of adjustments on IDPs and leadership development interventions based on evaluation results, changing business needs and strategic direction. Engagement with target individuals in the evaluation of leadership development initiatives.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Leadership and Management Development

1. Title	Identify target individuals for leadership development
2. Code	107003L5
3. Range	Identifying high potentials for leadership roles. This applies to the identification of high potentials in respective operating markets and jurisdictions for developing a healthy leadership pipeline in all areas of organisation functions and in alignment with the organisation's culture, vision and business strategy, with the involvement of major stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the major stakeholders in the area of leadership development and their concerns in order to identify target individuals for leadership development <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Review current practices on identification of target individuals for leadership development Partner with major stakeholders to identify target individuals for leadership development based on established leadership competency framework Identify target individuals for leadership development by suitable assessment tools <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Leverage on other talent review sessions in the organisation (e.g. the talent review sessions for establishing human capital inventory) to identify the individuals for leadership development
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of target individuals for leadership development with major stakeholders. Effective identification of target individuals for leadership development by applying suitable assessment tools and talent review sessions in the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Leadership and Management Development

1. Title	Develop and conduct leadership training and other relevant activities to support target individuals' continuous learning
2. Code	107005L5
3. Range	Developing training and other relevant activities to strengthen target individuals' leadership capabilities and continuous learning. This applies to the provision of internal / external / local / global learning opportunities to relevant stakeholders through coordination and / or delivery of all kinds of leadership development interventions adopted by the organisation.
4. Level	5
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key skill sets and attributes that an effective trainer or training organiser should possess <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify on-the-job development opportunities (e.g. overseas assignment) and the mobility status of target individuals to take up such opportunities Explore different leadership development options available internally or in the market Manage administrative and logistics arrangements (e.g. liaison with internal trainers or external vendors, selection of venue, venue set-up, equipment) before, during and after training programme delivery Develop and conduct leadership and management development programmes with the use of effective presentation and facilitation skills Engage participants through different learning methodologies during training programmes Conduct training and identify relevant activities or source appropriate learning solutions in the market to support target individuals' continuous learning <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Track progress of target individuals' development activities for alignment with development objectives
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. Implementation of knowledge dissemination through effective presentation and facilitation skills when organising and / or delivering training and other relevant activities. Engagement with target individuals to follow up their learning experiences and achievements.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Leadership and Management Development

1. Title	Provide assistance to target individuals in constructing their individual development plans (IDPs)
2. Code	107004L4
3. Range	Providing assistance (e.g. information and support) to identified target individuals in constructing their IDPs. This applies to the development process of quality IDPs through making joint decisions by target individuals and the management, on specific developmental experiences required to fulfil the mutual objectives of individual career development and organisational development.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components of an effective IDP <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Communicate effectively with target individuals on their career opportunities and development needs and obtain their commitment on development Assist target individuals in understanding their strengths, development needs and career aspirations through appropriate use of assessment tools and performance data Work with target individuals to draw up their IDPs and set specific targets Arrange discussion between senior management or managers and target individuals regarding their career aspirations, development opportunities within the organisation and commitment to the leadership development programme Check consistency between target individuals' performance objectives and IDPs which are aligned with business objectives and direction <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Engage the individual's manager in the process and obtain their endorsement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Engagement with major stakeholders (e.g. senior management or managers and target individuals) throughout the construction process of IDPs. Establishment of quality IDPs of target individuals in accordance with the readiness of the organisation and different development options.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Design learning and development (L&D) policies and procedures
2. Code	107007L6
3. Range	Designing policies and procedures to govern L&D based on the organisation's operating environment, business strategy and their implications on human capital. This applies to the design and implementation of policies and procedures for all human resource (HR) functions related to knowledge management as well as L&D (e.g. talent management, succession planning, on-the-job, classroom and e-learning).
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's operating environment, business strategy and their implications on human capital Understand the key components and process of developing effective L&D policies Understand the pros and cons of different knowledge management approaches <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design L&D policies and procedures to meet the organisation's needs Nurture organisational L&D, knowledge management, and the exchange of information about practices and innovations Engage all employees to implement and enhance L&D policies and procedures Set out how L&D will contribute to the achievement of the organisation's strategies and HR goals in a clear and concise manner <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Engage major stakeholders in soliciting support for the development and implementation of the L&D policies and procedures
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of L&D policies and procedures based on the organisation's operating environment, business strategy and their implications on human capital. Engagement with all employees for the implementation and enhancement of L&D policies.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Evaluate effectiveness of learning and development (L&D) interventions
2. Code	107014L6
3. Range	Investigating and demonstrating the value of L&D interventions to the organisation as well as identifying improvement areas of L&D efforts of the organisation. This applies to the periodic review and alignment of internal / external / local / global L&D interventions with the organisation's human resource strategies.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance and objectives of evaluation in L&D interventions Understand different levels of training evaluation ranging from measuring learners' reactions on the training to measuring return on investment after adopting L&D interventions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine the level of training evaluation and set up evaluation criteria and methods to objectively assess employees' proficiency in knowledge and application of learning at work Identify and deploy appropriate learning metrics and analytics to measure the impact of L&D interventions Evaluate performance, productivity, multi-faceted feedback on required competencies before and after adopting L&D interventions Evaluate changes in knowledge, skills, attitude and on-the-job behaviour which are identified as the learning and performance goal during the analysis phase Make use of the information and data collected during the evaluation to further improve the design, development and delivery of future L&D interventions Engage relevant parties in the design and implementation of the evaluation process <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate and introduce changes to the L&D policies and procedures in a timely manner Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of unified methods of evaluating effectiveness of the L&D interventions. Implementation of evaluations in accordance with predefined methods. Engagement with major stakeholders in the evaluation of L&D interventions.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Conduct training needs analysis
2. Code	107008L5
3. Range	Identifying competency gaps and development needs of various levels of the organisation. This applies to the implementation of local and / or global training needs analysis to address existing training needs and anticipated work performance challenges, with the involvement of managers.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the principles, methodologies, techniques and challenges of conducting a training needs analysis <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify competency gaps at organisational level and individual development needs with relevant methodologies and tools (e.g. training needs analysis, competency-based performance reviews) Assess current workforce capabilities in terms of skill sets and competencies and project the required capabilities for the future workforce Analyse employees' individual development plans and provide constructive feedback on development effectiveness Partner with managers to identify common or specific competency gaps, or development needs of employees for future training arrangement Set training priorities and action plans based on findings of training needs analysis <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of conducting training needs analysis in the market
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of training needs analysis to identify development needs and competency gaps at various levels of the organisation. Establishment of action plans with training priorities based on findings of training needs analysis.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Develop learning and development (L&D) programmes
2. Code	107009L5
3. Range	Developing quality training design and training materials for all L&D programmes provided by the organisation. This applies to the development of local and / or global L&D programmes internally and / or in collaboration with external vendors.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components of a quality training design and a variety of delivery methodologies <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop clear learning objectives and assessment mechanism for each L&D programme Select appropriate training methodologies (e.g. lecture, case study, role-playing, e-learning) for each L&D programme with due consideration of the pros and cons of different training methodologies Develop training plans, to be delivered with a methodology and mechanism that is most suitable to meet identified training needs and competency gaps Obtain endorsement from relevant users, business units or departments on customised training programmes Identify the most appropriate and cost-effective external vendors based on predefined selection criteria for external sourcing of L&D programmes (e.g. appropriate type of trainers) Make use of the latest training design and delivery methodologies to develop training materials (e.g. trainers' guide and participants' guide) either internally or by working with designated vendors Apply knowledge management, retention, and transfer techniques to promote the transfer of knowledge in the organisation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Validate the overall design of each L&D programme for meeting the required business outcomes and learning objectives Proactively explore new L&D technologies and solutions to improve the design and effectiveness of L&D programmes
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of L&D programmes with details (e.g. learning objectives, training methodology, assessment mechanism) to meet identified training needs, transfer of knowledge and competency gaps. Execution of different L&D technologies and solutions to improve the design and effectiveness of L&D programmes. Engagement with all employees for knowledge management, retention and transfer.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Organise and deliver learning and development (L&D) programmes
2. Code	107010L4
3. Range	Providing L&D programmes to strengthen workforce capabilities. This applies to the organisation and delivery of local and / or global L&D programmes to meet employee learning and development needs, as well as their career aspirations, in line with the organisation's business direction and sustainable development.
4. Level	4
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key skill sets and attributes that an effective trainer or training organiser should possess Understand the subject matter of the training programme that will be designed and / or delivered <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Execute administrative and logistics arrangements before, during and after programme delivery Organise L&D programmes with appropriate programme content and selection of participants, to meet individuals' learning needs and expectations as well as the organisation's business direction Deliver L&D programmes with the use of effective presentation and facilitation skills as well as the most suitable medium of instruction Execute quality assurance mechanism in place to monitor the delivery of L&D programmes Obtain feedback from major stakeholders (e.g. managers) to monitor the progress and evaluate the learning outcomes <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively follow up on the approved action plan, progress report and achievements of the expected outcomes Adopt relevant measures for evaluating effectiveness of the L&D programmes (e.g. measurable changes in skills, knowledge or behaviour)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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&D programmes. Provision of L&D programmes according to approved action plan. Engagement with major stakeholders to monitor the progress and evaluate the learning outcomes.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Review employee development plan
2. Code	107011L5
3. Range	Monitoring employee development plan to keep both employees and managers motivated. This applies to the process of reviewing employee development plan, with the involvement of relevant stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components (e.g. assessment, development opportunities, progress check and feedback) of employee development plan <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Communicate with managers the progress and achievements of employee development plan against the agreed performance objectives and indicators, and provide ongoing feedback and support on employee development Review whether training objectives of predetermined programme are met Provide constructive feedback to the trainees and managers on the development plan's effectiveness Remind managers to identify, prioritise and adjust employee development plan Develop a new cycle of training needs analysis and development plan <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively follow up on the approved action plan, progress report and achievements of the expected outcomes Make necessary adjustments / updates for employee development plan regularly
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Engagement with trainees and managers for reviewing their development effectiveness. Execution of tracking and adjustments of employee development plan on a regular basis.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Make necessary arrangements for learning and development (L&D) programmes
2. Code	107012L3
3. Range	Providing assistance in the organisation of L&D programmes that strengthen workforce capabilities. This applies to organisation of L&D programmes to meet employee learning and development needs, as well as their career aspirations, in line with the organisation's business direction and sustainable development.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of providing an appropriate learning environment and on-site training support to learning effectiveness <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Confirm venue and equipment booking for L&D programmes in accordance with the organisation's training calendar and / or schedule Handle enrolments from different departments, prepare participants list and compile participants' profile for the facilitator's or trainer's preparation Prepare and send confirmation letter / email / memorandum to participants, and their supervisors if applicable Prepare training materials in accordance with the trainer's instructions Contact relevant parties for venue set-up, and beverage arrangement if applicable, in accordance with the facilitator's or trainer's preferences (e.g. stationery, time for breaks) Check equipment and facilities (e.g. computer notebook, audio-visual system, felt-pens, Internet), and contact relevant parties (e.g. administration department, IT department) for repair, reinstallation and / or replacement when required Carry out registration process prior to commencement of the L&D programme and provide support to the facilitator or trainer (e.g. jotting notes, taking group photos) during the L&D programme, as appropriate Perform necessary follow-up tasks (e.g. collection of feedback form, knowledge sharing at forum of internal social networks) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively provide assistance to the facilitator or trainer through the L&D programme Proactively promote L&D programmes to employees that are relevant to their individual development plans
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of administrative and logistics arrangements (e.g. enrolment, venue set-up, equipment, payments) for smooth running of the organisation's L&D programmes.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Employee Learning and Development (L&D)

1. Title	Maintain updated records of learning and development (L&D) programmes
2. Code	107013L3
3. Range	Maintaining updated records of L&D programmes that are provided to strengthen workforce capabilities. This applies to the maintenance of documentation system for effective provision of documentation in response to regulatory requirements.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand updated records of L&D programmes that maintain the workforce in compliance with statutory regulations in respective operating markets and jurisdictions Understand updated records of L&D programmes that provide information of employee learning and development needs as well as career progression <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Check progress and achievements of employee development plan against the agreed performance objectives and indicators Handle training records in accordance with standard operating procedures Observe data integrity, accuracy, confidentiality and security Organise a new cycle of training needs analysis and development plan Complete relevant reports related to L&D programmes for management's review in a timely manner <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively provide assistance in operating a well-organised documentation system to capture, manage, store, preserve, deliver and dispose training data and records
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of accuracy check during data entry for data quality and consistency. Implementation of standard operating procedures to handle training data and file training records.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Performance Management

1. Title	Design performance management policies, procedures and system
2. Code	107015L6
3. Range	Designing policies, procedures and system to govern performance management based on the organisation's business needs, strategic direction and people philosophy. This applies to the design and implementation of policies, procedures and system for all human resource (HR) functions related to performance management (e.g. talent management, learning and development, reward strategy), with the involvement of all employees.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the objectives and values of performance management in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine objectives of performance management based on the organisation's business needs, strategic direction and people philosophy Design performance management policies, procedures and system and align them with other HR processes (e.g. talent management, learning and development, reward strategy) Present the overall performance management policies, procedures and system for senior management's approval Solicit inputs and guidelines from senior management for distribution of performance scores for the entire organisation Present the adopted performance management policies, procedures and system to employees and managers with relevant materials (e.g. forms, documents) Engage employees and managers in ongoing communication and help them understand the objectives and follow the implementation process and documentation requirements of performance management Evaluate and introduce changes to performance management policies, procedures and system to cater for the organisation's and employees' development needs on a regular basis Emphasise the strategic importance of a performance-oriented and competency based culture through individual, team and organisational communication <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of performance management in the market Make reference to past practices in the organisation and inputs from relevant stakeholders Leverage information technology to develop or acquire appropriate software to manage the process
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of overall performance management policies, procedures and system aligned with other HR processes and the organisation's strategic development. Engagement with all employees for the implementation of performance management policies, procedures and system.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Performance Management

1. Title	Develop performance assessment tools
2. Code	107016L5
3. Range	Developing performance assessment tools to review the application of knowledge, skills, attitude, and work behaviour through the performance of tasks and regular / adhoc project handling. This applies to the development and implementation of relevant tools to review the employees' achievements of business objectives, KPIs and required competencies, as appropriate.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of performance assessment tools (e.g. tests, performance appraisal toolkit) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop or acquire from external vendors suitable performance assessment tools according to the defined criteria and metrics Develop a set of competency requirements with clear guidelines for different levels of employees when a competency-based assessment is used Provide necessary support to managers and employees for their effective use of the performance assessment tools (e.g. choice of preferred language to be used) Solicit feedback from managers and employees on the effectiveness of the performance assessment tools <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of developing and using performance assessment tools in the market Leverage information technology to design or acquire from external vendors appropriate performance assessment tools
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of performance assessment tools internally and / or in collaboration with external vendors in accordance with predefined criteria and metrics. Engagement with managers and employees for their effective use of the performance assessment tools.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Performance Management

1. Title	Conduct calibration of the performance scores distribution, and facilitate development discussion and decision
2. Code	107018L5
3. Range	Providing opportunities for appraisers to develop common understanding of different levels of performance requirements and make more objective performance assessment and promotion decisions. This applies to the process of performance calibration and promotion discussions to apply similar performance requirements and standards to all employees and help eliminate any potential bias, with the involvement of relevant stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand common challenges in ensuring accuracy or objectivity of performance ratings given by different appraisers Understand the importance and benefits of using calibration in improving performance assessment <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Consolidate performance ratings effectively in a scheduled time frame Review and facilitate discussion on departmental performance scores to achieve a fair rating distribution across the organisation, before senior management's endorsement is sought Facilitate discussion at appropriate senior management level on promotions of key / senior personnel, supported with relevant data and business justification <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Provide training or coaching to managers before calibration meetings Facilitate calibration, promotion and development discussions supported with relevant data and examples
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of performance calibration and promotion discussions with relevant stakeholders (e.g. appraisers, senior management).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Performance Management

1. Title	Identify performance gaps and development needs for individual career progression and organisation's human capital inventory
2. Code	107019L5
3. Range	Identifying root causes and improvement solutions of the identified performance gaps. This applies to the implementation of performance gaps analysis and development of improvement solutions for assisting employees in career planning and updating the organisation's human capital inventory.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand common features and improvement solutions for non-performance cases as an important part of a comprehensive performance management process Understand various development needs and plans in order to support career advancement and enrich the organisation's human capital inventory <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Solicit mutual agreement between managers and employees on the individual development plans (IDPs) Provide assistance to managers and employees in translating identified performance gaps to IDPs Develop guidelines to managers for preparing and conducting performance feedback session Provide advice to managers to handle cases of unsatisfactory performance or significant competency gaps <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Update the development needs on human capital inventory for training needs analysis
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of performance gaps analysis to identify development needs for individual career progression and organisation's human capital inventory. Provision of assistance in translating identified performance gaps to IDPs and handling cases of unsatisfactory performance or significant competency gaps. Establishment of clear guidelines for preparing and conducting performance feedback session which is aligned with all legal and compliance requirements. Provision of ongoing update of the organisation's human capital inventory.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 4. Talent Management

Key Function : Performance Management

1. Title	Monitor the communication process of performance feedback to employees
2. Code	107017L4
3. Range	Maintaining a participative communication process and an environment of continuous performance feedback and improvement. This applies to the communication with all employees for maintaining a shared understanding of performance objectives and expectations that are critical to the organisation's success.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's performance management policies, procedures and system in order to manage the communication process of performance feedback to employees effectively Understand how performance feedback can be effectively communicated (e.g. specific and timely feedback, being sensitive to employee's cultural background) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Provide training to appraisers on conducting effective individual performance feedback session, and provide clear guidelines to prepare for performance feedback session Maintain regular dialogues throughout the performance cycle which includes arranging coaching and mentoring Monitor appeal cases and liaise with relevant stakeholders for human resource (HR) advice to settle the cases <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Execute the communication process in alignment with all legal and compliance considerations or requirements (e.g. proper documentation) as appropriate
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Organisation of performance feedback session which is aligned with all legal and compliance requirements. Provision of training on conducting effective individual performance feedback session. Engagement with relevant stakeholders for HR advice to settle appeal cases as appropriate.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Policies and Procedures

1. Title	Design human resource (HR) policies and procedures in line with stakeholders' needs
2. Code	107021L6
3. Range	Designing policies and procedures to govern human resources management in the organisation. This applies to the development of HR policies and procedures with the involvement of major stakeholders to meet legislative and regulatory requirements in respective operating markets and jurisdictions, address different stakeholders' needs and cover different areas of human resource management (e.g. recruitment, training, compensation and benefits, employment ordinances).
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the value and process of establishing clear HR policies and procedures in the organisation Understand the development or latest update of employment related ordinances and statutory regulations Understand the organisation's culture and core values <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Solicit major stakeholders' input or feedback about HR policies and procedures Incorporate stakeholders' needs to design HR policies and procedures Solicit support from senior management about the proposed HR policies and procedures Set up an approval matrix on HR related matters <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Introduce changes to HR policies and procedures under legal advice in response to changes in employment terms and conditions or employment related ordinances and statutory regulations (e.g. minimum notice period to employees, employees' written consent), if necessary Always design clear and specific HR policies and procedures in compliance with relevant law and regulation, and reflect a fair approach to all employees
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of HR policies and procedures in compliance with employment related ordinances and statutory regulations in respective operating markets and jurisdictions. The policies and procedures should cover different aspects of stakeholders' needs and human resource management. Execution of adjustments on HR policies and procedures in response to the changes in employment terms and conditions or employment related ordinances and statutory regulations.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Policies and Procedures

1. Title	Conduct cost analysis and set up budget of human resource (HR) operations
2. Code	107020L5
3. Range	Applying economic evaluation and providing necessary resources to HR operations based on a wide range of cost and budget factors. This applies to the development of HR budgets, in collaboration with senior management and department heads, that provide the best cost-effective solution for achieving the expected objectives of the organisation's HR operations.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand HR operations, and the related products and services available in the market Understand financial management and analytical skills (e.g. different types of costs, guidelines for conducting cost-benefit analysis) in order to conduct cost analysis and establish budget of HR operations effectively <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Define activity plans and required resources to meet HR operation needs, in collaboration with senior management and department heads Set up HR budgets and regular forecasts Review HR budgets and forecasts in collaboration with department heads, and submit commentaries and recommendations for senior management's review Review actual spending on HR operations against approved budget, and submit commentaries and corrective action plans of significant variances for senior management review Implement all cost accounting activities if applicable, for standard cost development <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Achieve cost-effectiveness for purchases of HR products and services to contain cost and maintain optimal service Explore better approaches in conducting cost analysis and establishing budget of HR operations
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of cost analysis on HR operations in a systematic approach. Establishment of HR budgets and regular forecasts based on the defined HR operation plans and required resources in addition to a thorough cost analysis on HR operations. Execution of regular tracking and necessary adjustments on HR budgets and forecasts in collaboration with department heads (e.g. reviewing performance and cost-effectiveness of existing service providers, comparing budget with original forecast).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Policies and Procedures

1. Title	Communicate human resource (HR) policies and procedures
2. Code	107022L4
3. Range	Using a variety of communication channels (e.g. focus group, briefing, town hall meeting, intranet) including social media (e.g. blog, chat room, forum) to inform, explain and update the organisation's HR policies and procedures. This applies to the communication with all employees for the implementation of HR policies and procedures in a consistent manner.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of effective communication of HR policies and procedures in the organisation Understand the key success factors of effective employee communication in order to communicate HR policies and procedures with high impact Understand the use of social media in enhancing communication of HR policies and procedures within the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Assist senior management in setting up an approval matrix on HR related matters Coordinate the announcement of news or changes in HR policies and procedures through appropriate training programmes (e.g. induction programme) and communication channels (e.g. intranet, town hall meetings, blogs) Deliver or coordinate employee communication or training with relevant departments Use a variety of appropriate communication channels to inform, update and seek feedback on HR policies and procedures Update information posted on the designated communication channels in a timely manner Arrange employees to acknowledge receipt and indicate their understanding of the new or revised HR policies and procedures <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively search for new technologies (e.g. web based training) where appropriate to enhance employee communication in relation to HR policies and procedures Proactively monitor and improve the effectiveness of employee communication
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of effective organisational channels to communicate HR policies and procedures. 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.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Policies and Procedures

1. Title	Maintain human resource (HR) related workflows and processes
2. Code	107023L4
3. Range	Maintaining HR related workflows and processes at organisational at departmental levels. This applies to the maintenance of a comprehensive human resources management system for effective HR planning, management and development.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the benefit of maintaining and improving HR related workflows and processes Understand the common HR related workflows and processes in the market or industry in order to select the appropriate ones for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Execute HR related workflows and processes in accordance with the approval matrix and process ownership Maintain end-to-end HR workflows and processes with relevant departments Check and inform relevant departments about employee movements through an established process and procedure in a timely manner Monitor key risk areas in HR related workflows and processes Monitor HR related workflows and processes to identify improvement areas Use communication channels for collecting employee feedback and suggestions on HR related workflows and processes <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively search for different kinds of modern technologies to improve process efficiency and effectiveness (e.g. digitalising information for easy access by relevant parties) Benchmark best practices of HR related workflows and processes in the market
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Maintenance of HR related workflows and processes which are based on the critical requirements of users and the organisation's operations. Identification of improvement areas on HR related workflows and processes in a timely manner.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Policies and Procedures

1. Title	Complete and update human resource (HR) policies related communication materials
2. Code	107024L4
3. Range	Providing information about the organisation's HR policies and procedures in accordance with changes of the operating environment including compliance requirements. This applies to the production and revision of communication materials for protecting the organisation and all employees from misperception and potential of litigation.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of developing and regularly updating employee handbook Understand the key elements of a well-written employee handbook (e.g. vision, mission and values of the organisation, code of conduct) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Complete and update HR policies related communication materials with reference to the latest HR policies and procedures Maintain HR policies related communication materials on a shared platform with easy access to all employees Provide HR policies related communication materials in multiple languages in addition to English and Chinese, if applicable, to support the needs of employees from different cultural and ethnic background Distribute new or revised HR policies related communication materials to employees (e.g. as part of the standard information pack to new employees) in accordance with the predefined process Arrange employees to acknowledge receipt and indicate their understanding of the new or revised employee handbook <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Deliver regular training or information sessions on major HR policies and procedures stated in HR policies related communication materials (e.g. as part of the orientation programme) Verify the content in the HR policies related communication materials with the support of subject matter experts if applicable
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Production of HR policies related communication materials in accordance with HR policies and procedures. Execution of adjustments on HR policies related communication materials in response to the changes in HR policies and procedures.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Operations and Quality Service Delivery

1. Title	Design and review structure, processes and responsibilities of human resource (HR) operations and services
2. Code	107025L6
3. Range	Designing and reviewing structure, processes and responsibilities to govern delivery of effective HR operations and quality services, taking into account of best practices in corporate governance and business ethics. This applies to the development of structure and service scope of HR department, as well as the review of all aspects of structure, processes and responsibilities of HR operations and services.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the latest models of HR service delivery (e.g. creation of HR model comprising strategic HR, functional HR and operational HR) in the market Understand the potential impact of emerging technologies (e.g. cloud technology) on the design and implementation of HR operating models Understand key elements of an organisational structure (e.g. geographic spread, number of employees and distribution of authority) when designing, developing and reviewing structure and responsibilities of HR operations and services Understand the best practices of corporate governance and their associated business ethics and employees' work behaviour <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Translate the organisation's strategy into an effective and actionable HR strategy and operational plan Involve senior management in the development or review process to align HR operations and services with the organisation's business (e.g. shared services model for a diversified business) Design structure and define accountabilities and responsibilities for each HR function in the HR model (e.g. by creating a responsibility grid and / or HR organisation chart), with due consideration of best practices of corporate governance and business ethics Design workflows to maximise effectiveness of HR operations and services Design quality checking mechanism and internal audit procedures, including a clear timeline and frequency of review of HR operations and services Devise employee code of ethics to govern decision-making Devise employee code of conduct to outline the expected work behaviour Design vendor governance strategy with well-written policies and procedures for managing vendor life cycle <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Apply best practices of HR operating models and service delivery which are appropriate to the organisation to drive service quality Collect stakeholders' feedback and identify areas for improvement accordingly
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of structure that supports business direction and strategies; and illustrates accountabilities and responsibilities of each HR function in the adopted HR model. Establishment of quality checking mechanism and internal audit procedures for review of HR operations and services. Execution of review of structure and responsibilities of HR operations and services. Establishment of vendor governance strategy, policies and procedures for managing vendors. Establishment of employee code of ethics and employee code of conduct for providing direction to employees to establish professional and ethical behaviour in the workplace.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Operations and Quality Service Delivery

1. Title	Develop required human resource (HR) capabilities, validate effectiveness and efficiency of HR operations and service delivery
2. Code	107026L5
3. Range	Developing HR capability profile. This applies to the identification of key HR competencies with relevant stakeholders for achieving strategic priorities of the organisation and development of HR capabilities essential to effective and efficient delivery of HR operations and quality service.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the essential HR capabilities required for an effective HR operation with quality service delivery in an organisation Understand the current level of HR capabilities and competencies in the HR organisation to enable an objective and fact-based evaluation of HR operations and service delivery <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify and prioritise HR competencies required for delivering HR strategy and operational plan Develop and implement HR improvement plans to fill the competency gaps identified Define ownership and accountabilities for each HR policy and procedure Set up quality checking mechanism and internal audit process for data accuracy Involve relevant departments to uphold data protection principles and avoid non-compliance Develop guidelines and directives for data protection, release of personal data, quality checking and internal audit process Develop criteria to validate effectiveness and efficiency of HR operations and service delivery <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly monitor service level of HR service delivery Engage IT professionals to explore best practices of information management (e.g. developing a single intranet accessible to all employees on HR information, services and tools) Set up a robust feedback and evaluation mechanism to monitor HR operations and service delivery Evaluate performance of HR professionals based on the identified key HR competencies
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of key HR competencies to deliver HR strategy and operational plan. Execution of review of HR operations and service delivery in accordance with the predefined review process and evaluation mechanisms on a regular basis. Establishment and implementation of HR improvement plans to fill the competency gaps identified. Establishment of documentation system to capture, manage, store, preserve, deliver and dispose HR data and records.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Operations and Quality Service Delivery

1. Title	Develop improvement solutions for human resource (HR) operations and service delivery
2. Code	107027L5
3. Range	Developing practical improvement solutions for HR operations and quality service delivery. This applies to the development of improvement solutions with relevant stakeholders for effective and efficient HR operations and service delivery according to different stakeholders' needs, together with an estimation of the investment and budget required.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key elements of an effective and efficient HR operations and service delivery in order to develop and implement improvement solutions for HR Understand the performance gaps or improvement opportunities of HR operations and service delivery <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop a proposal with budget for improving HR operations and service delivery Identify workforce, resources and cost required to implement HR solutions for improving effectiveness and efficiency of HR operations and service delivery (e.g. engaging services of external vendors) Coach each HR function to develop a quality focused mindset by setting up service level agreement or customer satisfaction metrics Maintain clarity of HR procedures and remove hidden problems (e.g. bottlenecks, long processing time, HR related terminologies and jargons) Maintain close communication with major stakeholders (e.g. employees, vendors) during implementation of HR solutions and resolve reported issues in a timely manner Analyse the impact of implementing an HR solution on different departments <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Explore ways to improve effectiveness and efficiency of HR operations and service delivery Evaluate performance of HR professionals based on the identified HR competencies
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of improvement solutions with budget for improving HR operations and service delivery. Establishment of service level agreement or customer satisfaction metrics for each HR function. Execution of adopted HR improvement solutions and follow up impact evaluation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Operations and Quality Service Delivery

1. Title	Assess potential vendors for human resource (HR) operations and manage vendor relationship
2. Code	107031L5
3. Range	Assessing potential vendors and managing vendor relationship by measuring performance and driving continuous improvement. This applies to the selection process of all types of vendors for HR operations and ongoing management of vendor relationship for effective HR operations and quality service delivery.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of vendors for HR operations and quality service delivery Understand general service terms and conditions adopted by vendors for HR operations and quality service delivery Understand essential legal terms and language to facilitate an effective review of service contracts <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop criteria and mechanism for assessing potential vendors for HR operations and quality service delivery Implement the vendor selection process in a fair and transparent manner Develop an effective network with major vendors for HR operations and quality service delivery in the market Identify potential vendors for HR operations and quality service delivery based on their scope of services, customer services, costs, etc. Appoint vendors for HR operations and quality service delivery based on the organisation's business needs Articulate the scope of services and performance requirements with the designated vendors Develop key performance indicators to track and assess performance of the designated vendors Review vendor performance against key performance indicators and provide feedback with the designated vendors to uphold service standards <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of vendor management to enhance vendors' value and observe best return to the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for assessing potential vendors for HR operations and quality service delivery. Implementation of assessment based on predefined criteria and mechanism for selecting appropriate vendors for HR operations and quality service delivery. Establishment of key performance indicators for review of vendor performance. Provision of timely and ongoing feedback to designated vendors.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Operations and Quality Service Delivery

1. Title	Arrange system handover, communicate important and necessary information to vendor and monitor vendor in an effective manner
2. Code	107029L4
3. Range	Executing vendor communication in different facets and management of the system handover process. This applies to the process of system handover with vendor, communication of essential information and monitoring of vendor effectiveness to achieve the standards of desirable vendor behaviour.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of proper system handover in a system or project life cycle Understand a system handover includes a transfer of a system (e.g. software system) as well as a transfer of all the know-how, important information and responsibilities that are required for managing the system effectively <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Implement system handover and prepare necessary information to the designated vendor Prepare operating and maintenance documentation as an integral part of the system handover process Communicate the detailed requirements of system handover with the designated vendor Implement follow-up action plans with the designated vendor in accordance with the agreed timeline Monitor the designated vendor in accordance with the agreed performance indicators and measure the effectiveness of system handover <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Share information in a systematic manner (e.g. using issues log describing problems and resolutions) Benchmark best practices of system handover and vendor management to improve efficiency and effectiveness of HR operations and service delivery
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of operating and maintenance documentation (e.g. vendor manual, best practice guide, checklist, issues log) as an integral part of the system handover process. Implementation of follow-up action plans with the designated vendors in accordance with the agreed deliverables and timeline. Execution of performance review with designated vendors in accordance with the predefined review process and governing mechanisms.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Operations and Quality Service Delivery

1. Title	Update human resource (HR) data on a regular basis with predefined protocol
2. Code	107028L3
3. Range	Providing assistance to maintain a cost-effective and secure platform for processing of employees' personal data; and set up a counter-checking mechanism for accuracy of data. This applies to the HR data management for accuracy, timeliness, comparability (i.e. the extent to which data within the system is consistent over time), usability (i.e. the ease with which the data can be understood) and relevance (i.e. the degree to which the data meets the current and future needs) of all types of HR data.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the cost implications and differences between system integration (e.g. sharing the same database among different systems) and solution interfaces (e.g. tying different systems together) in order to establish an effective platform for updating information Understand how to choose a cost-effective and secure platform for updating information <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Operate a well-organised documentation system for filing Administer identification system for easy tracking of different types of information which require different schedule of updates (e.g. monthly for payroll and variable compensation payment records, quarterly for spot awards tracking, annual for performance appraisal) Keep track of data access and data change Contact relevant departments for updating different types of HR information Generate relevant HR data from a central database or a single platform for update in accordance with predefined protocol <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Handle employees' personal data cautiously and comply with the Personal Data (Privacy) Ordinance
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Operation of a cost-effective and secure platform and work schedules for updating a variety of HR data in the systems. Maintenance of documentation system that is capable of archiving change history to capture, manage, store, preserve, deliver and dispose HR data and records. Execution of information checking and update in accordance with predefined protocol and compliance requirements.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Operations and Quality Service Delivery

1. Title	Record and file change history
2. Code	107030L2
3. Range	Maintaining HR records and data reliability, and keeping a complete record of the various versions created and modified by different users. This applies to the procedures of capturing, managing, storing, preserving, delivering and disposing of data and documents related to all employees. The procedures should be adequately controlled for meeting statutory and business data archival requirements (e.g. keeping payroll records for at least seven years).
4. Level	2
5. Credit	2 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of proper maintenance of HR records and data retention Understand the principles and methodologies of maintaining a reliable change history and data retention <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Categorise types of data and documents held by the organisation File all previous and current documents in accordance with the documentation system Follow quality checking mechanism and internal audit process for data accuracy Follow standard operating procedures for data processing Use technology as appropriate to record and file changes made in documents and back up relevant data on a regular basis <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Record and file data / documentation updates, retention or disposal and the archived documents meet statutory and business data archival requirements Confirm full documentation of internal control processes
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of standard operating procedures for data / documentation entry, updates, retention or disposal. Implementation of quality checking mechanism and internal audit process for data quality and consistency.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)

1. Title	Define requirements of the system and select appropriate hardware and software
2. Code	107032L5
3. Range	Defining system requirements and selecting appropriate hardware and software for setting up the organisation's HRMS / HRIS. This applies to the implementation of needs assessment and selection of a suite of software and hardware within budget for effective operation of HRMS / HRIS, with the involvement of relevant stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the business needs of the organisation, available budget and resources in relation to the establishment and implementation of HRMS / HRIS Understand the importance and key components of HRMS / HRIS to enable a comprehensive definition of system requirements <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Collect business requirements from different key users to set up an appropriate system Translate data security requirements into system set-up requirements Define system requirements and set clear deliverables with the key users Partner with IT department to review the requirements for overall hardware and software support for system implementation and select appropriate hardware and software when necessary Develop system evaluation plan Monitor the process of system evaluation Set up demonstrations with potential vendors and evaluate system features / functionalities, set-up and maintenance costs <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Analyse compatibility of the selected system within the organisation Consult relevant departments during the system evaluation process Select personnel with suitable skills and commitment to form project team for system evaluation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of system evaluation plan in accordance with the system requirements (e.g. hardware and software support) and deliverables that are jointly defined with key users and IT department. Execution of system evaluation for selecting appropriate hardware and software.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)

1. Title	Develop and implement project plan with timeline and resources
2. Code	107033L5
3. Range	Applying project management approach to planning, setting up and integration of Human Resource Management System (HRMS) / Human Resource Information System (HRIS). This applies to the development and implementation of project plan with all project stakeholders to deliver on-time and on-budget establishment and implementation of HRMS / HRIS.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the value of project management to effective planning and integration of HRMS / HRIS <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Form a project team to develop, implement and monitor project plan Negotiate with relevant departments on timeline and resource allocation to achieve optimal results Develop project plan and issue escalation procedures Implement project plan and issue escalation procedures; and resolve issues in a timely manner Agree with designated vendor on project milestones and deliverables Set up regular progress meetings with all project stakeholders (e.g. project team members, designated vendor) and document solutions on the escalated issues appropriately Articulate implementation status reports to project sponsor and senior management in a timely manner Develop a strong working relationship with all project stakeholders (e.g. project sponsor, project team members, designated vendor) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Implement the project according to requirements of the project plan (e.g. on time completion and within budget) Apply project management skills (e.g. problem-solving and leadership) effectively in implementing and monitoring the project plan
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Formation of a project team with representatives from relevant departments to identify both internal and external resources required in different stages of project planning and implementation. Establishment of project plan for set-up and integration of system. Establishment of issue escalation procedures to define potential issues, track them and assign the right people to resolve them promptly. Execution of project management in accordance with the project plan.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)

1. Title	Set up contingency plan and manage system integration and data migration
2. Code	107034L5
3. Range	Developing a course of actions to be followed if a preferred plan of system integration and data migration fails or an existing situation changes. This applies to the development of a contingency plan with major stakeholders to minimise business interruption and risk exposure during system integration and data migration, and achieve the transition on schedule and within budget.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of setting up contingency plan for system integration and data migration <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Define clear objectives of contingency plan for system integration and data migration Develop tracking mechanism for quality assurance and timely completion of system integration and data migration Estimate possible consequences under different scenarios in the course of system integration and data migration, and plan appropriate course of actions to respond to a particular scenario Estimate the resources required for the contingency plan Set up regular backup schedule and store data files in another secure platform Involve major stakeholders in the contingency plan and keep them informed about the progress of system integration and data migration <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always conduct pilot tests and trials before major integration and data migration Regularly provide progress report to track system integration and data migration that are implemented satisfactorily as planned Control every execution detail in setting up and monitoring the contingency plan
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of contingency plan for successful system integration and data migration. Establishment of measurable standards for data quality and consistency. Execution of system integration and data migration in accordance with the preferred plan, and the contingency plan, when appropriate.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)

1. Title	Validate effectiveness and efficiency of the system
2. Code	107036L5
3. Range	Reviewing system performance on acquiring, storing, manipulating, analysing, retrieving and distributing human resource information within the organisation. This applies to the implementation of system evaluation with major stakeholders for maintaining effective and efficient system performance to meet the business requirements defined by key users in the organisation.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of a structured evaluation of HRMS / HRIS in assessing system effectiveness and efficiency Understand the methodologies of measuring effectiveness and efficiency of HRMS / HRIS (e.g. percentage of cost savings) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Define clear objectives of system evaluation and set parameters to evaluate effectiveness and efficiency of the system Deploy appropriate tools and measurement standards agreed by major stakeholders (e.g. designated vendor) for system evaluation Develop action plan with schedule for system evaluation Implement follow-up actions with major stakeholders after system evaluation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly conduct system review and provide reports for senior management's review and system enhancement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment or deployment of appropriate mechanism for validating effectiveness and efficiency of the system. Execution of system evaluation in accordance with the predefined process and evaluation mechanism. Execution of post system review action plan.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)

1. Title	Assess potential system vendors and manage vendor relationship
2. Code	107037L5
3. Range	Assessing potential vendors and managing vendor relationship by measuring performance and driving continuous improvement. This applies to the selection process of system vendors and ongoing management of vendor relationship for effective operations of HRMS / HRIS.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of system vendors Understand general service terms and conditions adopted by system vendors Understand essential legal terms and language to facilitate an effective review of service contracts <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop criteria and mechanism for assessing potential system vendors Implement the vendor selection process in a fair and transparent manner Develop an effective network with major system vendors in the market Identify potential system vendors based on their scope of services, customer services, costs, etc. Appoint system vendors based on the organisation's business needs Articulate the scope of services and performance requirements with the designated vendors Develop key performance indicators to track and assess performance of the designated vendors Review vendor performance against key performance indicators and provide feedback with the designated vendors to uphold service standards <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of vendor management to enhance vendors' value and observe best return to the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of criteria and mechanism for assessing potential system vendors. Implementation of assessment based on predefined criteria and mechanism for selecting appropriate system vendors (e.g. compatibility of system, hardware and software). Establishment of key performance indicators for review of vendor performance. Provision of timely and ongoing feedback to designated vendors.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)

1. Title	Monitor data security throughout the organisation and maintain the system
2. Code	107035L4
3. Range	Protecting personal data of employees from data loss or data breach incidents. This applies to the development of routine monitoring processes with relevant stakeholders to maintain the system and data security measures to access, handle and store human resource (HR) data safely as well as archive superfluous data.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the ever-increasing importance of keeping information and data secure and intact throughout the process of HRMS / HRIS implementation Understand the best practices of data protection and security in HR industry in order to select the appropriate ones for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Complete user profiles with associated data security requirements Coordinate with IT department to develop routine monitoring processes to maintain the system and identify necessary support for regular reviews on data security Implement test plan on a regular basis to assess system's capability to fulfil data protection requirements defined by the organisation Monitor security risks associated with emerging technologies (e.g. cloud-based HRIS solutions) Coordinate with IT department or designated vendor on regular system maintenance or system upgrade for data security <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly implement existing security measures with IT department or designated vendor and suggest enhancement as appropriate
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. Implementation of existing security measures for identifying potential vulnerabilities and suggesting enhancement as appropriate (e.g. frequent password changes, educating employees on security protocols).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)

1. Title	Provide effective support on system maintenance in the human resource context
2. Code	107038L4
3. Range	Providing timely and effective support on Human Resource Management System (HRMS) / Human Resource Information System (HRIS) maintenance after system implementation. This applies to the provision of effective support on system maintenance by detecting potential problems, minimise unplanned interruptions, achieving smooth system running, and contributing to enhancement of the system with the involvement of end users.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of ongoing HRMS / HRIS maintenance after system implementation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Implement random checks to detect potential problems and execute proper system maintenance Monitor designated vendor in accordance with the service level agreement to prevent disputes, when appropriate Provide assistance to end users during system maintenance Implement regular review of user and statutory requirements to cope with continuous development and enhancement of the system <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Check fulfilment of all relevant compliance requirements on system maintenance
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Monitoring of ongoing maintenance, continuous development and enhancement of the system. Implementation of random checks for proper system maintenance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Maintenance, Enhancement, Compliance and Reliability

1. Title	Evaluate effectiveness of human resource (HR) systems, policies, procedures and operations
2. Code	107041L6
3. Range	Evaluating HR systems, policies, procedures and operations as an integral part of HR system maintenance and enhancement. This applies to the periodic review of HR systems, policies, procedures and operations with the involvement of relevant stakeholders to identify improvement opportunities, and keep the organisation in compliance with legislation and alignment with the organisation's culture and core values.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance and objectives of reviewing HR systems, policies, procedures and operations Understand different review methodologies for conducting periodic review of HR systems, policies, procedures and operations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Establish an appropriate schedule for the evaluation of HR systems, policies, procedures and operations Consult relevant authorities, external expertise, professional bodies for legal advice when necessary Solicit employee feedback and suggestions to improve the existing HR systems, policies, procedures and operations Identify and eliminate obsolete HR policies and procedures Determine areas for improvement on employee engagement, retention and workforce optimisation Engage relevant parties that are affected by HR policies, procedures, operations and (e.g. certain employee groups in the organisation) throughout the evaluation process Generate insights from the periodic evaluations and recommend amendments or action plans for senior management's review <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Closely align every step throughout the evaluation process Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of evaluation of HR policies, procedures, operations and systems. Provision of recommendations to improve employee engagement, retention and workforce optimisation based on the results of review of HR systems, policies, procedures and operations. Engagement of relevant stakeholders in the evaluation of HR systems, policies, procedures and operations.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Maintenance, Enhancement, Compliance and Reliability

1. Title	Revise the system to address changes in internal / external environment
2. Code	107039L5
3. Range	Planning and enforcing adjustment and update of human resource (HR) policies, processes, systems and operations. This applies to the process of system adjustment and update with the support from major stakeholders to address changes in internal / external environment and their implications on HR operations.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the ever-changing internal and external environment, and their implications on HR operations Understand employment related ordinances and statutory regulations, internal policies and procedures related to data protection and HR operations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Analyse relevant information via different channels and identify issues that will affect the maintenance, enhancement, compliance and reliability of the system Consult expertise of relevant disciplines (e.g. lawyers, professional bodies) for opinions and advice on the identified issues when necessary Develop action plan with resources required to address changes in internal / external environment Involve major stakeholders throughout the updating process <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always implement follow-up actions to maintain system updates as planned Closely control every step throughout the updating process
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of connections with relevant professional bodies for consultation. Establishment of action plan with resources required for system adjustment and update. Execution of system adjustment and update in accordance with the action plan and stakeholders' needs.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Maintenance, Enhancement, Compliance and Reliability

1. Title	Consult and incorporate internal / external legal advice when changing human resource (HR) policies, procedures and operations
2. Code	107042L5
3. Range	Consulting and incorporating advice from relevant authorities on legal implications of a wide range of business challenges and HR related issues for making changes to HR policies, procedures and operations. This applies to the process of consultation of changing HR policies, procedures, operations and systems with due consideration of internal / external legal advice and involvement of relevant stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the legal implications of a wide range of business challenges and HR related issues (e.g. ranging from business acquisitions to employment termination) Understand employment related ordinances and statutory regulations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Consult relevant authorities, external expertise or professional bodies for advice on different types of HR related issues (e.g. internal or external legal advisors for change of employment terms, Equal Opportunities Commission for equal opportunities issues) Translate the solicited advice from relevant authorities, external expertise or professional bodies into recommendations to changing HR policies, procedures and operations Estimate the related legal costs and develop budget for senior management's approval <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Always seek second opinion and involve senior management to make an informed decision
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of collection of legal advice for minimising negative impact of change in HR policies, procedures and operations. Execution of changes or enhancement of HR policies, procedures and operations with due consideration of internal / external legal advice.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Maintenance, Enhancement, Compliance and Reliability

1. Title	Execute regular data quality assurance for data accuracy
2. Code	107040L4
3. Range	Verifying and ensuring reliability, completeness and relevance of human resource (HR) data. This applies to the process of verification and provision of accurate HR information to major stakeholders in the organisation for making business and HR related decisions.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of data quality and accuracy in making appropriate business and HR related decisions within an organisation Understand the nature and process of data quality assurance in improving data quality and ensuring data accuracy Understand the methodologies to improve data quality <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Perform accuracy check during data entry and for ongoing data management Execute standard operating procedures and schedule for data review and audit Coordinate with relevant departments in the process of data quality assurance Implement follow-up actions based on different scenarios Verify reliability and effectiveness of data in the system Monitor every step of the data quality assurance process <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively search for practical and cost-effective ways to conduct data quality assurance
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of standard operating procedures and schedule for data review and audit. Implementation of data review and audit in accordance with standard operating procedures and schedule.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Maintenance, Enhancement, Compliance and Reliability

1. Title	Carry out data protection, control and compliance on the release of personal data
2. Code	107043L3
3. Range	Providing assistance in controlling the contents and use of personal data to meet legal requirements, professional code of conduct and best practices in relation to data protection. This applies to the data protection process for advocating, upholding and defending privacy rights of individuals (e.g. employees, job applicants) in relation to the processing of their personal data in the organisation.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand ordinances and statutory regulations related to data protection and release of personal data in respective operating markets and jurisdictions Understand data protection principles and established policies and guidelines on data protection in compliance with Personal Data (Privacy) Ordinance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Carry out the organisation's policies and guidelines on data protection Communicate with employees and job applicants about clear contact information for data access and personal information updates Search information of changes in legal requirements, professional code of conduct and best practices in relation to data protection <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Clearly communicate with all employees about the organisation's policies and guidelines on data protection and release of personal data
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of the organisation's policies and guidelines on data protection. Provision of clear contact information for data access and personal information updates to all levels of employees and job applicants.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Maintenance, Enhancement, Compliance and Reliability

1. Title	Handle human resource (HR) data and file HR records
2. Code	107044L2
3. Range	Handling HR data in a careful manner and filing HR records systematically. This applies to the implementation of operating procedures for processing all types of employees' personal data in compliance with employment related ordinances and statutory regulations in respective operating markets and jurisdictions, and operating a well-organised documentation system.
4. Level	2
5. Credit	2 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand ordinances and statutory regulations related to data protection and release of personal data in respective operating markets and jurisdictions Understand data protection principles and established policies and guidelines on data protection in compliance with Personal Data (Privacy) Ordinance Understand HR data and records that contain sensitive information about employees related to compensation, job performance, personal contacts, work history and employment eligibility documentation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Comply with data protection principles and avoid non-compliance Follow the organisation's guidelines and directives for data protection and release of personal data Follow the standard operating procedures to operate a well-organised documentation system to capture, manage, store, preserve, deliver and dispose HR data and records Perform accuracy check during data entry and for ongoing data management Handle HR data and file HR records in accordance with standard operating procedures <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Bring out any issues on HR data and records identified for management's review
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of accuracy check during data entry for data quality and consistency. Implementation of standard operating procedures to handle HR data and file HR records.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Advancing Human Resource Management System (HRMS)

1. Title	Identify improvement opportunities brought by new information technology and human resource (HR) solutions
2. Code	107049L5
3. Range	Examining new information technology and HR solutions for identifying improvement opportunities to meet current and future business needs. This applies to the development of system improvement plan with major stakeholders by setting priorities and developing an action plan with budget and schedule for system upgrade or advancement.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the trends and development of information technology and HR solutions in the market <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Conduct regular meetings with HR practitioners to explore improvement opportunities brought by new information technology and HR solutions Leverage on latest technology for improving HR services in the organisation Project future needs on HR services in the organisation from available data Present improvement opportunities with cost estimation for major stakeholders' consideration and decision Estimate impact of system enhancement on major stakeholders (e.g. department heads, business managers) Develop phases of system upgrade or advancement and set up timeline for implementation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly present progress update to senior management and relevant stakeholders Effectively solicit major stakeholders' support
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of improvement opportunities brought by new information technology and HR solutions to meet current and future business needs. Establishment of system improvement plan with budget and schedule.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Advancing Human Resource Management System (HRMS)

1. Title	Measure user experience and improve efficacy of Human Resource Management System (HRMS) and / or Human Resource Information System (HRIS) to end-user
2. Code	107046L4
3. Range	Using different channels to measure user experience in order to improve system efficacy and user satisfaction. This applies to the identification of improvement areas on system enhancement with the involvement of all employees through planning and conducting user experience study, identifying priority areas for system enhancement, and improving accessibility and satisfaction of the users' interactions with the system.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the effective channels and methodologies to gather quality feedback from end-users in order to select the appropriate ones for the improvement exercise <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Collect feedback on user experience from all employees through different channels (e.g. survey, focus group) in order to improve efficacy of HRMS and / or HRIS to end-user Compile users' suggestions for senior management to define the system requirements (e.g. HR self-service capabilities) Assess relevant areas for system enhancement Assess possibilities and practicalities of proposed enhancement based on user feedback Provide relevant training and support related to the HRMS and / or HRIS to enhance user experience <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Search for practical and cost-effective ways to enhance user adoption and experience (e.g. training or hiring "super users")
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of channels and methodologies to collect quantitative and qualitative data on user experience in the HRMS and / or HRIS. Identification of improvement areas on system enhancement for increasing user adoption and satisfaction based on the results of user experience study.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Advancing Human Resource Management System (HRMS)

1. Title	Adopt tools to help employees handle job related tasks
2. Code	107047L4
3. Range	Adopting on-the-job tools to help employees handle job related tasks. This applies to the process of identifying improvement opportunities and applying performance support tools (e.g. printed job aids, electronic performance support systems) for increasing overall productivity of the organisation.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand how performance support tools and systems can help employees handle job related tasks Understand different types of performance support tools in order to develop appropriate tools for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Liaise with employees in the development process to identify user requirements and evaluate the tool's usefulness Assess critical tasks and prioritising needs for tools development (e.g. develop a learning management system to improve the process of training evaluation or maintaining training records) Apply tools to standardise human resource (HR) service processes for consistent HR service delivery by different HR teams in different locations, when appropriate Provide assistance in applying employee / manager self-services for increasing overall productivity of the organisation Conduct pilot tests before launch of new tool <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly assess efficacy and benefits of the tools developed Search for practical and cost-effective ways to develop performance support tools
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of assistance in application of performance support tools for standardisation of HR service processes and consistency in HR service delivery. Execution of necessary adjustments on performance support tools.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Advancing Human Resource Management System (HRMS)

1. Title	Provide training to all employees on new features and functions of Human Resource Management System (HRMS) and / or Human Resource Information System (HRIS)
2. Code	107048L4
3. Range	Planning and providing training on new features and functions of the HRMS / HRIS system on a timely basis. This applies to the provision of timely training on new features and functions of HRMS and / or HRIS by assessing training needs and equipping all employees with essential skills and knowledge to perform and enhance overall productivity and quality of work.
4. Level	4
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the training needs of employees at different levels and by different functional roles Understand the most effective channels and methodologies of system training in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Organise appropriate training with designated vendor when new features and functions are in place Customise training based on target audience (e.g. by geographical locations, by functional roles) and budget of relevant cost centres (e.g. business units or departments) Communicate objectives and learning outcomes of the training with target audience Equip employees with essential skills and knowledge to perform effectively and efficiently, with enhanced productivity and quality of work Train employees to understand the well-defined procedures and processes and perform at a required competency level <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively take follow-up actions after training Always seek post-training feedback to review and improve training effectiveness
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of specific training objectives, plan and quality indicators to guide the planning, delivery and follow-up of the relevant training. Provision of appropriate training with designated vendor to all employees when new features and functions are in place.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Advancing Human Resource Management System (HRMS)

1. Title	Obtain full understanding of capabilities, functions and applications of Human Resource Management System (HRMS) and / or Human Resource Information System (HRIS) used in the organisation
2. Code	107045L3
3. Range	Obtaining an in-depth understanding of HRMS and / or HRIS in order to use the system to manage human resource (HR) matters in a more efficient, agile and customised manner. This applies to the identification of features, strengths and limitations of the existing system for supporting the organisation's digital HR strategy and daily HR operations.
4. Level	3
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the impact of new technologies on HR operations Understand full functions of the selected HR system and the requirements and process of system upgrade <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Refer to user manual provided by the designated vendor in order to obtain full understanding of capabilities, functions and applications of HRMS and / or HRIS used in the organisation Check practicalities of different functions in the HR system Check capabilities of the existing HRMS / HRIS in supporting a digital HR strategy (e.g. on talent acquisition and employee engagement) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Report the collected feedback on capabilities demonstrated, functions used and applications of HRMS and / or HRIS in different HR processes to senior management
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of capabilities, functions and applications of HRMS and / or HRIS used in the organisation. Provision of assistance in system evaluation on practicalities, strengths and limitations of different functions in the HR system.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Analytics

1. Title	Identify key factors that drive employee productivity and configure them into human resource (HR) systems
2. Code	107050L5
3. Range	Identifying the key drivers of business performance and employee productivity, and capturing critical data into systems for generating HR analytics. This applies to the system configuration by identifying the key drivers of performance and productivity with the involvement of major stakeholders, and building correlation among HR initiatives and business results.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand how to enhance the core functions of HR by making good use of HR analytics Understand the relationship among HR initiatives, key performance indicators and business results (e.g. linking employee engagement data with customer retention) Understand the key drivers of business performance and employee productivity in order to design and use HR analytics appropriate to the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Discuss with major stakeholders (e.g. senior management) to define key performance indicators and other key factors that drive employee productivity Identify data fields to capture critical data or information in the HR system and build correlation with defined key performance indicators <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively involve major stakeholders throughout the process of data analysis and HR system configuration
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of key drivers of employee productivity and required HR analytics, with strong engagement of major stakeholders during the process. Execution of system configuration for generating and making good use of HR analytics.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Analytics

1. Title	Deploy predictive analytics to reduce attrition and optimise employee performance
2. Code	107051L5
3. Range	Deploying predictive analytics tools to retrieve, organise, analyse and report human resource (HR) data. This applies to the implementation of predictive analytics with the involvement of major stakeholders to improve talent acquisition, employee engagement, retention, training and development, compensation, succession planning, performance management and others.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the trends and development of predictive analytics tools in the market in order to select and use the appropriate ones for the organisation Understand the roles of different major stakeholders (e.g. department heads, business managers) in the life cycle of predictive analytics <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Involve major stakeholders in the life cycle of predictive analytics (e.g. business managers should be involved in identifying a business challenge, making decisions and evaluating the processes and ROI; IT experts should be involved in model validation, deployment and monitoring) Deploy appropriate predictive analytics tools to retrieve, organise, analyse and report data Conduct cause-and-effect analysis on HR procedures and integrated analytics that focus on integrating multiple HR procedures together to tackle strategic issues (e.g. succession planning) Analyse relevant data to help business leaders make informed decisions with the use of HRIS Generate relevant reports (e.g. trend analysis, headcount data, performance rating, compensation data) for HR related decisions to reduce attrition and optimise employee performance Verify report findings and data against the defined criteria of predictive analysis Present key findings relevant to specific business units or departments <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Systematically integrate data from different levels of the organisation and provide insights on attrition and employee performance to senior management Proactively forecast trends based on findings over a considerable period of time (e.g. last three years)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of predictive analytics for HR related decisions to reduce attrition and optimise employee performance. Establishment of an effective approach and system to measure and report HR impact on business performance. Provision of report on business performance with commentary statistics, analysis, highlights and key findings from HR perspective.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Analytics

1. Title	Provide accurate and ongoing update of human resource (HR) metrics to management
2. Code	107052L4
3. Range	Translating data into HR metrics and providing business insights to management for organisational strategic planning and management. This applies to the provision of a wide range of HR metrics (e.g. turnover cost, cost per hire, talent retention rate, percentage of performance goals met or exceeded, return on investment) to management and relevant users.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the expectations of senior management to set parameters for tracking year-on-year trends and changes in the key variables Understand the importance of analysing HR metrics <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Provide regular training or refresher sessions to both IT and end users on HR metrics Gather relevant data or information from major stakeholders (e.g. department heads, managers) Correct or remove inaccurate and obsolete data Retrieve, organise, update, check and translate data into HR metrics Update HR dashboards to communicate the data of selected HR metrics more effectively Communicate management reports with major stakeholders (e.g. senior management, department heads) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively demonstrate quality HR service delivery through the selected HR metrics
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of data management for data accuracy and making good use of required HR metrics. Provision of accurate and ongoing update of HR metrics report to management.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 5. Human Resource Policies and Processes

Key Function : Human Resource (HR) Analytics

1. Title	Measure and report human resource (HR) impact on business performance
2. Code	107053L4
3. Range	Measuring and reporting impact on business performance from HR perspective to help the organisation make informed decisions. This applies to the measurement of HR impact on business performance by identifying end users' needs, and maximising effectiveness of HR analytics to drive business outcomes and improvements of human resource management in the organisation.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the principles of producing a quality commentary (e.g. fact based, relevant to the users) to enable an effective measurement and reporting of HR impact on business performance Understand end users' needs, focus on relevant data analysis and key findings to enable an effective measurement and reporting of HR impact on business performance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Liaise with business units / departments to collect relevant HR data / information based on predefined data fields in the HR systems Check data from various sources to form the foundation of data warehouse or reporting engine Retrieve organise check and update relevant HR data / information to measure impact on business performance with the use of HRIS if applicable Produce the report of HR impact on business performance with provision of commentary statistics, analysis, highlights and key findings <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively liaise with business units / departments to collect latest HR data / information and update the HR systems
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Adoption of an effective approach and system to measure and report HR impact on business performance. Provision of assistance in completing the report of HR impact to on business performance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Regulatory Compliance

1. Title	Obtain senior management's commitment to human resource (HR) compliance
2. Code	107056L5
3. Range	Establishing channels to communicate HR policies, procedures and practices with senior management and obtaining their commitment to regulatory compliance. This applies to the practice of regulatory compliance with the support of senior management.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand that the responsibility of regulatory compliance rests with each member of the organisation Understand senior management's views and concerns about the organisation's HR policies, procedures and practices <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Present HR policies, procedures and practices consistently with senior management and provide regular update on employment related ordinances and statutory regulations to them via effective communication channels Articulate the organisation's needs in compliance in order to solicit senior management's support to uphold commitment to compliance <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of regulatory compliance (e.g. conducting scheduled regulatory compliance audit) Apply appropriate stakeholder management skills to solicit senior management's commitment to compliance of all relevant employment related legislation and regulatory requirements
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of channels in order to communicate HR policies, procedures and practices consistently with senior management. Execution of two-way communication with senior management to provide regular update on employment related ordinances and statutory regulations, and solicit their commitment to regulatory compliance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Regulatory Compliance

1. Title	Develop procedures to detect and manage non-compliance cases
2. Code	107058L5
3. Range	Developing procedures to detect the risks caused by potential non-compliance and manage the subsequent consequences (e.g. providing information for investigation, formulating measures to prevent recurrence). This applies to the development of compliance monitoring measures and appropriate data collection mechanism with the involvement of senior management.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the latest development and future trend in employment related regulations in respective operating markets and jurisdictions Understand common types of non-compliance in order to determine direction and critical areas of investigation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Define types of non-compliance and provide examples of reportable situations that are required to investigate, implement disciplinary actions and / or carry out remedial actions Involve senior management to develop a framework and system of detecting and managing non-compliance issues (e.g. self-reporting, audit, corrective action procedures) Identify effective reporting channels within the organisation for non-compliance Develop compliance monitoring measures and plans (e.g. ongoing review of business processes) and data collection methods in order to provide useful information for investigation Identify necessary resources to provide support to investigation and / or proceedings initiated by relevant parties <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Develop effective communication channels for reporting status of non-compliant conditions across appropriate levels of the organisation internally, and corresponding government departments and / or statutory bodies externally when necessary Monitor recurrence of non-compliance cases by performing statistical analysis and developing reports on recurring issues
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of compliance monitoring measures and plans to detect and manage non-compliance cases (e.g. establishing whistle-blowing policies, defining types of non-compliance with examples). Identification of data collection methods and necessary resources in order to provide support for investigation. Establishment of reporting channels within the organisation that allow candid reporting as well as fair protection to relevant employees who report any compliance breach.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Regulatory Compliance

1. Title	Examine fulfilment of all relevant compliance requirements on human resource (HR) policies, procedures and practices
2. Code	107055L4
3. Range	Examining fulfilment of regulatory compliance in terms of adequacy of design and operation of HR policies, procedures and practices to attract, retain and motivate employees at all times. This applies to the maintenance of regulatory compliance by identifying potential HR compliance issues and establishing HR best practices with advice from subject matter experts.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of regulatory compliance and keep track of its development in all aspects of employment relationship, HR operation and service delivery <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Organise suitable training and provide assistance to HR professionals and managers to maintain HR policies, procedures and practices that are executed in a timely, fair and consistent manner Identify relevant HR policies, procedures and practices affected by any changes in employment related ordinances and statutory regulations Seek advice from subject matter experts (e.g. company secretary, compliance or legal consultants) to maintain all HR policies, procedures and practices in compliance with regulatory requirements Use appropriate channels to collect employees' views when reviewing HR policies, procedures and practices Collect latest information about employment related ordinances and statutory regulations from both internal and external parties (e.g. company secretary, Hong Kong Labour Department) Maintain HR practices in compliance with HR policies and procedures, and provide assistance in performing regular HR audit <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Make necessary adjustments / updates for HR policies, procedures and practices in a timely manner Benchmark best practices of conducting review on HR policies, procedures and practices (e.g. listening to former employees, maintaining transparency throughout the review process) for reference / adoption as appropriate
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of potential HR non-compliance issues. Establishment of HR best practices for regulatory compliance. 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.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Regulatory Compliance

1. Title	Examine employee understanding and obtain commitment to human resource (HR) compliance
2. Code	107057L4
3. Range	Examining employee understanding in their roles and responsibilities in regulatory compliance, and obtaining their commitment to perform according to the organisation's HR policies, procedures and practices. This applies to the communication with all employees to maintain the organisation's business operations in compliance with all relevant employment related legislations and regulatory requirements.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand that employee engagement is key in building solid commitment to regulatory compliance for the organisation Understand the availability of various channels to communicate with employees <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Check HR policies, procedures and practices concerning employment related regulatory requirements that are commonly unclear to employees Communicate HR policies, procedures and practices concerning employment related regulatory requirements with employees through appropriate means (e.g. email, intranet) Adopt the mechanism for employees to acknowledge their understanding of the HR policies, procedures and practices concerning employment related regulatory requirements (e.g. written acknowledgement from employees) Maintain enquiry channels for employees to understand and clarify HR policies, procedures and practices concerning employment related regulatory requirements <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Communicate actively and provide appropriate training programmes on HR policies, procedures and practices related to compliance, ethics and employment related regulatory requirements to all employees (e.g. for new employees through induction and orientation programme)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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). 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.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Regulatory Compliance

1. Title	Monitor non-compliance cases and provide support to relevant proceedings
2. Code	107059L4
3. Range	Monitoring the risks caused by non-compliance and the subsequent consequences in accordance with the predefined compliance monitoring measures and plans. This applies to regulatory interventions to rectify non-compliance issues (e.g. self-reporting, audit, corrective action procedures) and provide support to the organisation to return to compliance (e.g. ongoing review of business processes) with the advice from subject matter experts.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand possible consequences of non-compliance to the organisation and individual employees <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Perform regular human resource audit to maintain regulatory compliance Monitor non-compliance cases and report serious non-compliance cases to senior management Search for the root causes of non-compliance and document them for future reference Seek advice from subject matter experts (e.g. company secretary, compliance or legal consultants) on handling non-compliance issues when necessary Resolve non-compliance cases in accordance with the adopted solutions Communicate with major stakeholders and encourage them to raise compliance issues for ensuring prompt corrective actions <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practice in provision of support (e.g. information / materials as evidence and attendance at tribunal / court) in case of any proceedings initiated by employees, government departments and / or statutory bodies (e.g. Labour Tribunal, Equal Opportunities Commission) Propose appropriate whistle-blowing policies to allow candid reporting of non-compliance cases as well as fair protection to relevant employees who report any compliance breach
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of predefined compliance monitoring measures and plans. Provision of support to any proceedings initiated by employees, government departments and / or statutory bodies.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Regulatory Compliance

1. Title	Possess updated knowledge of employment related ordinances
2. Code	107054L3
3. Range	Possessing knowledge of the latest development of employment related ordinances and statutory regulations in respective operating markets and jurisdictions. This applies to compliance of legislative requirements covering a comprehensive range of employment protection and benefits for all employees (e.g. maternity protection, leave pay, termination payments).
4. Level	3
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the requirements and keep track of the development or latest update of employment related ordinances and statutory regulations in respective operating markets and jurisdictions Understand the latest development of employment related ordinances and statutory regulations in respective operating markets and jurisdictions Understand the judiciary system and common compliance issues (e.g. mis-classification of employees, social media policies) in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Search for channels in respective operating markets and jurisdictions to get access to updated information about changes in employment related ordinances and statutory regulations Report the possible impact of changes in employment related ordinances and statutory regulations on the organisation's operations and development <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively search for internal and external learning opportunities to acquire knowledge of employment related ordinances and regulatory compliance
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. Provision of assistance in identifying the impact of changes in employment related ordinances and statutory regulations on the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Design employee relations policies, procedures and measures
2. Code	107060L6
3. Range	Designing policies, procedures and measures to promote healthy employee relations within the organisation. This applies to the design of employee relations policies, procedures and measures for building and nurturing a culture of open communication and mutual respect to support the strategic objectives of the organisation and achieve employee satisfaction.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the benefits of building and maintaining strong employee relations Understand the trends and market practices of managing employee relations in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design employee relations policies, procedures and measures in alignment with the organisation's human resource strategy Design guidelines and protocols for internal and external communication Introduce guidance to enable managers to maintain open and effective communication with employees Nurture a culture of open communication and mutual respect across the organisation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Design employee relations policies, procedures and measures that are easily accessible, transparent and fair Evaluate and introduce changes in employee relations policies, procedures and measures in a timely manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of employee relations policies, procedures and measures for effective communication within the organisation (e.g. appropriate use of social media and information technology). Establishment of guidelines and protocols for internal and external communication. Provision of guidance to all employees to foster a culture of open communication and mutual respect across the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Develop policies and procedures to handle disciplinary and grievance cases
2. Code	107061L5
3. Range	Developing policies and procedure to provide consistent guidance and support to both managers and employees to deal with difficulties arising in the employment relationship. This applies to the development of policies and procedures to handle all types of disciplinary and grievance cases.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand common causes of disciplinary and grievance cases Understand different approaches (e.g. coaching, verbal warning) to handle disciplinary and grievance cases <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Comply with employment related ordinances in respective operating markets and jurisdictions to develop policies and procedures on handling disciplinary and grievance cases Provide guidance to assist human resource (HR) professionals and managers to handle disciplinary and grievance cases in a fair and expeditious manner Provide training and coaching to HR professionals and managers to adopt and implement the policies and procedures for handling disciplinary and grievance cases Foster a culture of open communication and mutual respect across the organisation for implementation of the policies and procedures on employee disciplines and grievances <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of handling disciplinary and grievance cases in the market Review and revise the policies and procedures on handling disciplinary and grievance cases on a regular basis
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and procedures to handle disciplinary and grievance cases fairly and expeditiously. Execution of two-way communication to help all employees understand the policies and procedures on handling employee disciplines and grievances. Provision of guidance and assistance to HR professionals and managers to handle disciplinary and grievance cases in accordance with the relevant policies and procedures.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Provide training and support to managers in handling employee personal and performance issues
2. Code	107063L5
3. Range	Providing practical skills and necessary support to managers in handling employee personal and performance issues. This applies to the provision of guidelines and training to managers to deal with difficulties arising in the employment relationship.
4. Level	5
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand common types of employee personal and performance issues and their hidden / root causes Understand possible consequences of mis-handling employee performance issues Understand the key success factors of coaching managers effectively <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Advise managers on applying human resource (HR) policies, procedures and practices in a fair, consistent and timely manner Provide guidelines and training to managers to handle employee personal and performance issues Articulate with managers the responsibilities and level of authority as well as the skills to handle employee personal and performance issues Follow up with managers and provide prompt assistance to them when necessary <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of coaching managers and performance management in the market
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of guidelines and training to managers to handle employee personal and performance issues in accordance with the relevant HR policies, procedures and practices. Execution of follow-up actions with managers for handling the employee personal and performance issues in a fair, consistent and timely manner.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Promote amicable working relationship in the workforce and resolve workplace conflicts effectively
2. Code	107064L5
3. Range	Encouraging employee interactions with cross-team collaboration, mutual respect and understanding of different communication styles. This applies to the development and implementation of programmes and activities that provide opportunities for all employees to build quality relationships with their co-workers and resolving workplace conflicts effectively.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of engaging and motivating employees to contribute to the organisation's success Understand different types of workplace conflicts and various solutions to resolve them Understand legal proceedings and arrangements of various dispute resolution mechanisms (e.g. mediation, arbitration and litigation) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Promote cross-team collaboration, mutual respect and understanding of different communication styles in order to foster amicable working relationship in the workforce Develop and implement programmes and activities to build and maintain amicable working relationship Analyse and select appropriate conflict resolution methods to resolve workplace conflicts Consult subject matter experts (e.g. Hong Kong Labour Department, Hong Kong Mediation Centre, International Arbitration Centre) for advice <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Provide advice to managers to resolve workplace conflicts in a timely manner Integrate family-friendly elements in human resource policies, procedures and practices to promote amicable working relationship in the workforce
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment and implementation of programmes and activities (e.g. employee assistance programme, employee wellness) to promote and maintain amicable working relationship. Provision of advice and assistance to managers in resolving workplace conflicts in a timely manner.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Develop policies and procedures to manage employee separations
2. Code	107065L5
3. Range	Providing policies and procedures as guidance to manage employee separations in an ethical, rational and consistent manner. This applies to the development of policies and procedures to assist relevant stakeholders (e.g. managers, security guards) to manage all types of employee separations.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand policies and procedures to manage employee separations Understand the importance of managing separations in an ethical, rational and consistent manner <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Comply with employment related ordinances in respective operating markets and jurisdictions to develop policies and procedures to manage different types of employee separations Provide guidance to assist relevant stakeholders to manage employee separations in an ethical, rational and consistent manner Develop guidelines for exit interview so as to enable the organisation to better understand reasons of departure and adjust its human resource (HR) strategy accordingly <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices of managing employee separations in the market (e.g. employee assistance programme) Review and revise the policies and procedures to manage employee separations on a regular basis
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and procedures to manage all types of employee separations in compliance with regulatory requirements in respective operative markets and jurisdictions. Establishment of guidelines for exit interviews to understand reasons of departure and creating positive employee experience. Provision of guidance to HR professionals and managers to manage employee separations in an ethical, rational and consistent manner (e.g. providing separation checklist for managers and employees).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Maintain effective employee communication within the organisation
2. Code	107062L4
3. Range	Communicating with all employees with appropriate communication channels. This applies to the use of effective communication channels and tools to support the strategic objectives of the organisation and achieve employee satisfaction.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of effective communication in building trust and collaboration in the organisation Understand the pros and cons of different communication strategies and channels <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Adopt appropriate communication channels for different objectives of communication Use appropriate communication channels and tools to enable two-way communication in the organisation Communicate with different levels of employees via appropriate communication channels and report their concerns to senior management for review and actions Organise regular meetings with employee representatives (e.g. union) Provide well-structured orientation training to new employees and exit interviews for departing employees <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Use appropriate communication channels (e.g. employee opinion survey, focus group, review meeting) to collect views and feedback from employees Use empathy and other communication skills to enable two-way communication in the organisation
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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 different objectives of communication (e.g. raise awareness or obtain commitment). Execution of two-way communication for achieving effective communication within the organisation (e.g. regular meetings with union, exit interviews).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Monitor the process of employee separation
2. Code	107066L4
3. Range	Monitoring the process of employee separation to maintain compliance with the organisation's policies and regulatory requirements. This applies to the monitoring and implementation of all policies and procedures of managing all types of employee separations.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand common forms of employee separation (e.g. retirement, resignation, layoff, retrenchment, dismissal) Understand the policies and procedures of managing employee separations in the organisation Understand the process of employee separation in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify the type of employee separations and implement relevant policies and procedures (e.g. calculation of salary and benefits accruing as a result of separation) Conduct dismissal or layoff meetings with the affected employees, if applicable, to explain severance compensation, benefits and services that will be provided to the affected employees Provide assistance in ensuring positive employee experience is created when monitoring both voluntary separations (e.g. through exit interviews with resignees) and involuntary resignations (e.g. through the provision of outplacement service) Provide assistance and support to managers to deal with handover of work, knowledge transfer and other tasks <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Deal with the employee benefits accruing as a result of separation as well as other benefits (e.g. allowances) properly and accurately Maintain proper documentations of the incidents or events that led to the decision of termination of employment and inform all affected departments / parties that a termination has happened
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of the appropriate actions to manage different types of employee separations in accordance with the relevant policies and procedures as well as in compliance with regulatory requirements. Provision of assistance and support to managers to deal with handover of work, knowledge transfer and other tasks (e.g. providing handover / separation checklist for managers and employees).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Carry out the administrative and logistics arrangements for employee activities
2. Code	107067L3
3. Range	Providing assistance in organisation of employee activities that encourage employee interactions with cross-team collaboration, mutual respect and understanding of different communication styles. This applies to the implementation of administrative and logistics arrangements for all types of employee activities to build quality relationships with their co-workers.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of engaging and motivating employees to contribute to the organisation's success <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Confirm bookings (e.g. venue, equipment, variety show, transportation) in accordance with the confirmed details of the employee activity (e.g. annual dinner, open day) Handle enrolments from different departments for participation of employee activities Prepare and send invitation letters to external guests (e.g. Guest of Honour, partnering organisations) if applicable Provide logistics support to venue set-up and beverage arrangement if applicable, in accordance with the requirements of the employee activity (e.g. production of souvenirs, gift wrapping, set-up of temporary nursery room, campaign for toasting) Prepare programme rundown (e.g. rehearsal time, move-in / move-out time for large equipment) Check equipment and facilities (e.g. sound system, changing room), and contact relevant parties (e.g. vendor) for repair, reinstallation and / or replacement when required Carry out the registration process and provide support to the in-charge throughout the employee activity Perform necessary follow-up tasks (e.g. collection of feedback form, move-out and return of large equipment) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively provide assistance to the in-charge throughout the employee activity Proactively check the accuracy and details of administrative and logistics arrangements
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of all requirements of administrative and logistics arrangements. Implementation of administrative and logistics arrangements (e.g. enrolment, venue set-up, equipment, payments) for smooth running of the employee activities.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Carry out the process of employee separation
2. Code	107068L3
3. Range	Carrying out the process of employee separation in compliance with the organisation's policies and regulatory requirements. This applies to the implementation of appropriate actions that lead to the departure of an employee without affecting business operation and employee morale.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the responsibilities of human resource professionals, manager of the relevant business unit and the separating employee Understand the policies and procedures of managing employee separations in the organisation Understand the process of employee separation in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Confirm the requirements for different types of employee separations are met (e.g. termination due to misconduct, dismissal, layoff) Carry out relevant policies and procedures (e.g. collection of employee identity card, access cards, locker keys) Work with concerned departments to handle difficult cases and / or those including senior employees (e.g. the employees being terminated may vent their frustration in a violent manner) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively provide assistance in preparing proper documentations of the incidents or events leading to the decision of termination of employment and inform all affected departments / parties that a termination has happened Proactively check the accuracy and details of employee separation arrangements
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of assistance and support to implement the appropriate actions to handle different types of employee separations in accordance with the relevant policies and procedures.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Employee Relations

1. Title	Conduct employee separation
2. Code	107069L3
3. Range	Conducting employee separation in compliance with the organisation's policies and regulatory requirements. This applies to the implementation of standard operating procedures to conduct all types of employee separations without affecting business operation and employee morale.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the policies and procedures of managing employee separations in the organisation Understand the process of employee separation in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Follow the organisation's guidelines and directives for all types of employee separations Conduct employee separation in accordance with standard operating procedures Record the items collected on separation checklist (e.g. employee identity card, assess cards, locker keys, laptop computer) Contact concerned departments (e.g. administration department, IT department) to terminate the separating employee's access of the organisation's properties (e.g. internal office, business documents, emails) when necessary <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Bring out any issues on employee separation for management's review Proactively check the accuracy and details of employee separation arrangements
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of standard operating procedures to conduct employee separation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Industrial Relations

1. Title	Design strategy, principles and policies in managing industrial relations
2. Code	107070L6
3. Range	Designing strategy, principles and policies to govern industrial relations management. This applies to the management of relationship between the organisation and the union and / or employee representatives for engaging the concerned parties to resolve workplace conflicts in a productive manner and arrive at solutions between the conflicting objectives, values and interests.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the trends and market practices of managing industrial relations in respective operating markets and jurisdictions Understand the benefits of building and maintaining healthy industrial relations on reduction in industrial disputes, high employee morale and business continuity Understand the role of union and / or employee representatives as major stakeholders in industrial relations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design industrial relations strategy, principles and policies in compliance with industrial relations legislation in respective operating markets and jurisdictions Solicit support and endorsement from senior management to the proposed industrial relations strategy, principles and policies Design guidelines for effective communication with union and / or employee representatives as major stakeholders in industrial relations <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Design industrial relations policies and guidelines that are easily accessible, transparent and fair Evaluate and introduce changes in industrial relations policies and guidelines in a timely manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of industrial relations strategy, principles and policies to install best practice and procedures in industrial relations for resolving workplace conflicts in a productive manner. Establishment of guidelines to communicate with union / employee representatives.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Industrial Relations

1. Title	Conduct consultations and bargaining negotiations with union and / or external parties
2. Code	107072L5
3. Range	Using effective communication skills to lead consultations and negotiations with relevant government departments, public bodies and / or external union representatives. This applies to the communication, consultations and negotiations with union and / or external parties for maintaining constant flow of communication and promoting cooperative effort to arrive at solutions between the conflicting objectives, values and interests.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the difference between consultation and negotiation and their applications in different situations Understand the issue in concern thoroughly and past relationship between the organisation and the parties involved (e.g. relevant government departments, public bodies) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Initiate informal discussions with the parties involved (e.g. union representatives) to understand their stance and stake in resolving the issue in concern Develop a communication plan to enable human resource (HR) to perform its bridging role between the organisation and all parties involved Apply protocols when conducting consultations and bargaining negotiations with relevant government departments, public bodies and /or union representatives Reflect the organisation's view and stance on the issue according to the predefined strategy endorsed by senior management Provide relevant and necessary information and materials (e.g. complete meeting records) to the parties involved in order to achieve transparency of the consultation and negotiation process <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Apply negotiation skills effectively and propose resolutions to the issue agreeable to all parties involved Involve concerned parties as partners in managing industrial relations
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of communication plan to enable HR to perform its bridging role in leading consultations and bargaining negotiations. Execution of consultations and bargaining negotiations with all parties involved with appropriate protocols and negotiation skills.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Industrial Relations

1. Title	Develop policies and procedures to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts
2. Code	107073L5
3. Range	Providing policies and procedures as guidance to manage industrial relationship. This applies to the development of policies and procedures with the support from senior management for handling all types of labour disputes and grievance cases in a compliant, fair, consistent and transparent manner.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the purpose and value of managing industrial relations Understand the common causes of labour disputes, employee grievance cases and workplace conflicts (e.g. poor communication or lack of constructive dialogue on the issues) Understand different approaches (e.g. negotiation, mediation, litigation) to handle and settle labour disputes, employee grievance cases and workplace conflicts <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop policies to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts following the guiding principles of equity, objectivity and consistency Develop procedures to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts through a consensus based process (e.g. discussion and negotiation, mediation) Solicit support from senior management about the proposed policies and procedures to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts Monitor the adopted policies and procedures of handling labour disputes, investigating employee grievance cases and resolving workplace conflicts that are in compliance with employment related ordinances <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Promote teamwork and harmonious relationship between the organisation (i.e. employer) and employees, unions and regulatory bodies Strengthen industrial relations and manage workplace conflicts by developing an effective mechanism to minimise labour disputes and resolve labour issues in a professional and timely manner
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and procedures to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts following the guiding principles of equity, objectivity and consistency. Implementation of the relevant policies and procedures to manage workplace conflicts and maintain harmonious relationship between the organisation and its major stakeholders (e.g. employees, unions, regulatory bodies).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Industrial Relations

1. Title	Maintain open communication with union and / or employee representatives
2. Code	107071L4
3. Range	Preventing and resolving workplace conflicts in collaboration with major stakeholders. This applies to the ongoing communication with union and / or employee representatives for promoting cooperative effort to prevent workplace conflicts and arrive at solutions between the conflicting objectives, values and interests.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of open communication and consistent opinion exchange with union representatives <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Listen to the concerns and issues raised by union and / or employee representatives with an open mind Clarify and correct union and / or employee representatives' misunderstanding or misconception when necessary Provide prompt responses to the concerns and issues raised by union and / or employee representatives and explain the rationale behind the organisation's decisions when necessary <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Collect views and suggestions from union and / or employee representatives before making key decisions relating to human resource and employment related issues
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of two-way communication to promote cooperative effort and resolve workplace conflicts with union and / or employee representatives in accordance with the organisation's industrial relations strategy, principles and policies. Provision of clarification on any misunderstanding or misconception that might arise from union and / or employee representatives.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Managing Industrial Relations

1. Title	Liase with managers to resolve industrial relations issues
2. Code	107074L4
3. Range	Providing relevant information, support and assistance to managers to resolve industrial issues. This applies to the communication with managers to deal with workplace conflicts at an early stage and minimise labour disputes.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the policies and procedures of managing industrial relations issues in the organisation Understand the views of the union and / or employee representatives on overall employment related issues Understand background information of every industrial relations case reported Understand essential skills in managing industrial relations (e.g. arbitration skills, conciliation skills, mediation skills, negotiation skills) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Communicate with managers about their roles, responsibilities and level of authority to handle and settle industrial relations issues Make reference to similar cases and settlement arrangements adopted in the past when assisting managers to resolve industrial relations issues Monitor development of the industrial relations issues and provide updates to managers Search for resolutions or settlement options in compliance with internal policies and employment related ordinances with managers Communicate with managers about the potential risks of different options in resolving industrial relations issues (e.g. short-term impact on the organisation if the case cannot be settled timely) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Provide relevant training to managers (e.g. counselling skills) to handle industrial relations issues effectively Provide assistance and support to managers to maintain open communication with their teams (e.g. manage employees' emotions) to minimise labour disputes
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of information, assistance and support to managers to resolve industrial relations issues in accordance with the relevant human resource policies, procedures and practices. Execution of two-way communication with managers to resolve the industrial relations issues.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Risk Management

1. Title	Evaluate organisational or key business risks of human resource (HR) functions
2. Code	107080L6
3. Range	Evaluating organisational or key business risks of HR functions to maintain uninterrupted HR support and services. This applies to the identification of potential risks and development of risk management plan for HR programmes and activities with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of uninterrupted HR support and services to the organisation such as in legal, moral, financial and business perspectives Understand the risk management process adopted by the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Evaluate and determine potential risks of HR programmes and activities (e.g. potential financial abuse of compensation and benefits, discriminatory practices of hiring, critical skills shortage) Establish a risk management plan for HR programmes and activities, and obtain professional advice about the risk management plan as appropriate Engage stakeholders in risk identification and risk management planning in order to have an organisation-wide perspective <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate and introduce changes in the risk management plan on a regular basis for provision of uninterrupted HR support and services at all times
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of risk management plan for HR programmes and activities for provision of uninterrupted HR support and services. 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.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Risk Management

1. Title	Identify critical risks which affect business development continuity and people risk profile
2. Code	107076L5
3. Range	Assessing and managing critical risks which affect business development continuity and people risk profile. This applies to the risk management with the involvement of major stakeholders that incorporates human resource perspective into the organisation's business planning and decision-making.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of critical risks (e.g. human risk, compliance risk, operational risk, reputational risk) which affect business development and continuity Understand the importance of managing stakeholder relationship in risk management <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Partner with major stakeholders of the organisation to assess critical risks which affect business development and continuity Articulate people risks and potential damages to the business (e.g. over-reliant on key personnel, difficulties acquiring or developing new skills) with senior management and key stakeholders Identify alternatives with major stakeholders to address critical risks (e.g. manpower shortage) which affect business development and continuity Partner with major stakeholders to identify the appropriate risk management approaches (e.g. risk reduction, transfer of risk) to manage / minimise risks <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Develop and adopt risk management policies concerning business development and continuity Proactively engage major stakeholders throughout the process
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of regular meetings with major stakeholders to assess and manage critical risks which affect business development and continuity. Execution of two-way communication with major stakeholders to address critical risks (e.g. manpower shortage) and identify the appropriate approaches (e.g. risk reduction, transfer of risk) to manage / minimise risks.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Risk Management

1. Title	Validate and revise business continuity plan (BCP) periodically
2. Code	107079L5
3. Range	Conducting regular review and update of the BCP for business development continuity. This applies to the periodical review and update of BCP that integrate business continuity planning into every business decision-making, assign responsibilities for regular review of the BCP, update the BCP to incorporate review results, and keep the revision history to record the changes, with the involvement of all relevant employees.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the need for review to cater for unforeseen or disruptive events that are not included in the existing BCP Understand different methods to test, review and improve a BCP (e.g. table-top exercise, emergency evacuation drill) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify and invite employees who have previously experienced business disruptions and / or emergency situations to participate in review of the BCP Revise the BCP based on learning and review of annual drill and / or refresher training Restructure / replace the BCP designated committee / members in the event of employee movements, business growth or expansion of business units and departments Review service agreements with vendors to establish an agreed BCP in order to maintain critical and vital services uninterrupted Revise the BCP to address new development (e.g. new BCP designated committee / members, new facility installation) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly practise the emergency evacuation procedures at suitable intervals to alert employees of the BCP and to identify areas for improvement Articulate the roles and responsibilities in a BCP to enable a sustained organisational development (e.g. perform impact assessment) with all relevant employees
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of review of BCP to cater for unforeseen or disruptive events in collaboration with the employees who have previously experienced business disruptions and / or emergency situations. Execution of adjustments of BCP in accordance with the review results and new development (e.g. new BCP designated committee / members, new facility installation).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Risk Management

1. Title	Collect information of employment market trend and issues that affect employment
2. Code	107075L4
3. Range	Collecting and interpreting data about the employment market trend and issues in respective operating markets and jurisdictions into meaningful information. This applies to the process of collection of employment market information and identification of impact of changes on the organisation, as an integral part of risk management.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of effective risk management in minimising the probability and impact of employment issues affecting organisation success and business results (e.g. employee unrest and undesirable employee turnover) Understand different sources that provide information on employment market trend <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Search for and maintain strong network with external consultants specialised in manpower resourcing, human resource (HR) professional bodies, government departments and regulatory bodies to understand the latest employment market trend Collect the latest employment market trend and interpret the impact of change in employment related ordinances on the organisation Interpret market data into meaningful information to enable accurate risk assessment <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Search for and use new channels (e.g. following related blogs, participating in related forums and communities) to possess updated knowledge of changes in employment market, human capital risks and issues that affect employment
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. Identification of the impact of changes in employment market on the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Risk Management

1. Title	Execute necessary actions to mitigate or reduce people risks
2. Code	107077L4
3. Range	Reducing risks associated with workforce for risk management and business continuity. This applies to the business process review and maintenance of business continuity and people risk profile in collaboration with departmental representatives.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of talent management and succession planning strategy in terms of risk management and business continuity Understand the potential, performance and readiness of high potential employees / successors in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Coordinate with department representatives to review business process and identify the key roles at every level that are critical to business operation and future development of the organisation Confirm job requirements, competencies and performance standards for each key position Maintain effective operation of performance management system in order to identify and retain high potential employees and successors Update the talent pool on a regular basis <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark and adopt as appropriate best practices in the market for the identification and development of high potential employees / successors
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of business process review in collaboration with department representatives to identify and execute necessary actions to mitigate or reduce people risks. Identification of job requirements, competencies and performance standards for each key position with reference to the talent management and succession planning strategy. Implementation of regular review and update of the organisation's talent pool.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Risk Management

1. Title	Complete and communicate business continuity plan (BCP) to maintain smooth human resource (HR) related operation
2. Code	107078L4
3. Range	Completing and communicating BCP that enables HR related operation without interruption. This applies to the maintenance of smooth HR related operation by completing and making a BCP accessible to all employees. The BCP, that contains a governance structure and implementation methods, will help the organisation get prepared to moderate risks and to maintain business in case of unexpected disruption or emergency.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of BCP to handle business disruption or emergency (e.g. a fire at the office, network connectivity breakdown) Understand key elements of a BCP <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Confirm potential issues, threats or risks that the BCP needs to address Check the key job functions that are crucial to maintain the business operation running Complete a list of manpower and backups to fill the critical positions in an emergency situation Complete a list of hardware (e.g. critical equipment / documents / temporary operating facilities) and identify the most effective ways to secure their access in the event of business disruption or emergency Provide adequate training and support to the BCP designated committee / members Communicate the roles and responsibilities in BCP with relevant employees and make BCP accessible to all employees Contact relevant departments (e.g. customer service, information technology, security) to nominate representatives to join the BCP designated committee <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Maintain updated record of all HR service providers, and provide necessary HR information and regular updates to the BCP designated committee / members in a timely manner Regularly communicate with all employees of the BCP especially on emergency evacuation procedures
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. 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).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Occupational Safety and Health (OSH)

1. Title	Design occupational safety and health (OSH) strategies and policies
2. Code	107081L6
3. Range	Designing strategies and policies to introduce and achieve OSH within the organisation. This applies to the design of OHS strategies and policies for the development and maintenance of a positive culture of OSH with the support from senior management.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the legal framework of OSH in the workplace and market trends of OSH policies, strategies, practices and programmes Understand the key components of fostering a positive culture of OSH in the organisation Understand the consequences of non-compliance with OSH legislation, policies and procedures in respective operating markets and jurisdictions <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design strategies and policies on OSH in compliance with relevant legislations Determine OSH knowledge gaps for different levels of employees in the organisation Engage senior management in the development of the appropriate strategies, policies and programmes on OSH, and the required budget and resources for implementation Solicit support from managers and introduce OSH strategies, policies and programmes among employees, emphasising the benefits and importance of compliance Establish OSH training matrix and offer appropriate OSH training programmes based on regulatory and in-house requirements Design effective system to report, record and analyse OSH performance, with implementation of improvement measures to prevent recurrence and resolve OSH issues <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Effectively introduce changes and updates related to OSH to all levels of employees in the organisation Regularly evaluate OSH strategies and policies to address the changing political, social and legal environment
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of strategies and policies on OSH in compliance with relevant legislations (e.g. to foster a positive OSH culture). Identification of OSH training programmes for employees. Identification of improvement measures to prevent recurrence of and resolve OSH issues.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Occupational Safety and Health (OSH)

1. Title	Evaluate effectiveness of occupational safety and health (OSH) strategies and policies
2. Code	107086L6
3. Range	Evaluating the effectiveness of OSH strategies and policies with quantitative and / or qualitative evaluation methods. This applies to the periodic review of OSH strategies and policies for continuous development of a positive culture of OSH in the organisation with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components of mechanism for evaluating effectiveness of OSH strategies and policies adopted by the organisation Understand different metrics in measuring effectiveness of OSH strategies and policies in the market <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine key success factors of OSH strategies and policies with major stakeholders Solicit employees' views through appropriate means or activities (e.g. focus group, interview, chat room) to evaluate the effectiveness of the OSH strategies and policies Evaluate OSH training matrix on a regular basis Consolidate and investigate available data (e.g. number of injuries and equipment damage) to determine the impact of OSH strategies and policies <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Present to senior management the results of evaluation and recommendations to enhance OSH strategies and policies Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of evaluation of OSH strategies and policies in accordance with the predefined criteria and mechanisms. Provision of recommendations to improve OSH strategies and policies based on evaluation results. Engagement of major stakeholders in the evaluation of OSH strategies and policies.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Occupational Safety and Health (OSH)

1. Title	Implement hazard identification, evaluation and risk management measures
2. Code	107085L5
3. Range	Involving different levels of employees in implementation of hazard identification, evaluation and risk management measures. This applies to the development and implementation of risk management measures based on OSH policies and practices of the organisation with the involvement of different levels of employees.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the procedures for conducting hazard identification, evaluation and risk management measures as part of OSH policies and practices of the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Involve different levels of employees in implementing hazard identification, evaluation and risk management measures for the organisation Identify potential hazards by reviewing changes that occur to the work environment, equipment or procedures Analyse the risks associated with the potential hazards identified Develop and implement risk management measures to eliminate or minimise the level of risks identified <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Review the effectiveness of risk management measures to improve the organisation's OSH policies and practices Identify new types of potential hazards and risk management measures
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of hazard identification and risk analysis to address major questions about risks (i.e. hazard, consequences, likelihood) with different levels of employees. Establishment of risk management measures (i.e. prevention measures, protection measures, mitigation measures) based on OSH policies and practices of the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Occupational Safety and Health (OSH)

1. Title	Liaise with different departments to promote the contributions of occupational safety and health (OSH) to business success
2. Code	107082L4
3. Range	Promoting the importance and a positive culture of OSH with specific examples of business impact, changing behaviour and attitudes. This applies to the promotion of the contributions of OSH to business success by demonstrating the positive experience and benefits of implementing OSH initiatives to employees, stakeholders and the general public.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of OSH performance indicators commonly used in the market in order to select the appropriate ones for the organisation Understand effective strategies (e.g. storytelling, evidence-based) in promoting OSH's success and positive impact <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Demonstrate the organisation's commitment to OSH to employees, stakeholders and the general public Liaise with departmental coordinators to organise events for promotion of OSH in the organisation Demonstrate correlation between OSH performance and business performance (e.g. OSH performance against operation efficiency) and incorporate OSH key indicators in annual organisational governance report Adopt OSH performance as one of the key business success indicators Communicate both internal and external OSH achievements and milestones with all levels of employees and recognise employees and contractors with good OSH performance and efforts <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly compile report on key OSH statistics and incidents for legislative compliance and the impact on organisational performance Benchmark the organisation's prevailing OSH practices with the market's best OSH practices Organise celebrations for short-term wins in order to maintain high morale amongst drivers of OSH initiatives
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of promotion events to demonstrate the organisation's commitment to OSH to employees, stakeholders and the general public. Provision of assistance in incorporating OSH key indicators in annual organisational governance report.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Occupational Safety and Health (OSH)

1. Title	Liaise with different departments to set and fulfil occupational safety and health (OSH) performance targets and indicators
2. Code	107083L4
3. Range	Liaising with major stakeholders to establish and fulfil OSH performance targets and indicators. This applies to the communication with departments for developing a positive culture of OSH and achieving OSH performance targets and indicators set by the organisation.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand employment related ordinances and statutory requirements in relation to OSH in respective operating markets and jurisdictions Understand OSH performance targets and indicators commonly adopted in the market in order to adopt the appropriate ones for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Liaise with departmental representatives to set up organisational OSH structure Organise cross-departmental OSH committee(s) to establish safety performance targets and indicators Liaise with relevant departments to set OSH performance targets and indicators through benchmarking similar organisations in the industry Communicate OSH performance targets and indicators with all levels of employees Perform regular review on the agreed OSH performance targets and indicators among the cross-departmental OSH committee(s) Work with OSH committee(s) to establish relevant improvement plans Perform OSH audit at both organisational and departmental levels Provide updates on good OSH performance to departments and employees and celebrate success <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly update OSH performance targets and indicators to address the changing business environment Use empathy and other communication skills in liaising with different departments
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of communication channels and tools to help the organisation to set and fulfil safety performance targets and indicators. Execution of two-way communication for setting and fulfilling safety performance targets and indicators (e.g. establishing improvement plans).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Occupational Safety and Health (OSH)

1. Title	Contact different departments to carry out occupational safety and health (OSH) educational programmes
2. Code	107084L3
3. Range	Communicating with different departments for smooth arrangement of OSH educational programmes. This applies to the necessary coordination and implementation of educational programmes to close the knowledge gaps in OSH for different levels of employees.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the needs and concerns of different levels of employees in relation to attending OSH educational programmes effectively Understand the pros and cons of different types of OSH educational programmes available in the market in order to adopt the appropriate ones for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Compile and confirm OSH training matrix on a regular basis Schedule OSH educational programmes according to approved budget and resources Contact different departments to invite participation of all employees including new joiners to attend relevant OSH training programmes Prepare relevant documentations on OSH training and compliance Perform regular OSH drills and practices Inform departments about ongoing OSH educational programmes through internal communication channels (e.g. email, poster and notice, classroom session) <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Prepare progress report of OSH educational programmes with follow-up plans for senior management's review in a timely manner Use empathy and other communication skills in communicating with different departments
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of assistance in promoting and organising OSH educational programmes with approved budget and resources to close the knowledge gaps for different levels of employees. Preparation of relevant documentations on OSH training and compliance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 6. Compliance and Risk Management

Key Function : Occupational Safety and Health (OSH)

1. Title	Keep inventory of personal protective devices and safety equipment
2. Code	107087L2
3. Range	Keeping inventory of personal protective devices and safety equipment to be provided for all employees under the appropriate circumstances. This applies to the maintenance of inventory of personal protective devices and safety equipment for achieving OSH performance targets and indicators set by the organisation, as an integral part of OSH, compliance and risk management.
4. Level	2
5. Credit	2 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance of keeping inventory of personal protective devices and safety equipment to be provided to all employees under the appropriate circumstances Understand the organisation's OSH performance targets and indicators <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Store personal protective devices and safety equipment (e.g. safety caps, safety goggles, faceshields, ear plugs, safety vests, gloves, gear bags) in accordance with the manufacturers' instructions Keep inventory near the task where it is needed Monitor inventory levels (e.g. signage at the entrance to the workplace) Follow standard operating procedures for carrying out inspection Record the inspection results in action log (e.g. particular personal protective device is tested, inspected or replaced on specific date and time) Contact relevant parties (e.g. administration department, vendor) for repair and / or replacement when necessary <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Monitor the use of personal protective devices and safety equipment in a proper manner (e.g. the proper way of wearing dust masks) Carry out inspection before each use of personal protective devices and safety equipment
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Maintenance of inventory record accuracy of personal protective devices and safety equipment. Provision of sufficient personal protective devices and safety equipment in a good condition to all employees. Implementation of regular inspection for personal protective devices and safety equipment.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Communication Strategy

1. Title	Evaluate effectiveness of employee communication strategy and communication tools
2. Code	107092L6
3. Range	Evaluating the effectiveness, demonstrating the value and recommending improvement areas of employee communication strategy and communication tools (e.g. phone system, file sharing system, discussion forum). This applies to the periodic review and alignment of employee communication strategy and communication tools with the organisation's culture and core values, with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components of mechanism for evaluating effectiveness of employee communication strategy adopted by the organisation Understand different metrics in measuring effectiveness of employee communication strategy in the market <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine key success factors of employee communication strategy and communication tools with major stakeholders Design appropriate means or activities (e.g. focus group, interview, chat room) to solicit employees' views and evaluate the effectiveness of the employee communication strategy and communication tools Consolidate and analyse available data (e.g. employee satisfaction index) to determine the impact of employee communication strategy and communication tools Make recommendations to enhance the employee communication strategy and redesign of the communication tools <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Present to senior management the results of evaluation and recommendations to enhance employee communication strategy Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of evaluation of employee communication strategy and communication tools in accordance with the predefined criteria and mechanisms. Provision of recommendations to enhance the employee communication strategy and refine the design and applications of communication tools based on evaluation results. Engagement of major stakeholders in the evaluation of employee communication strategy and communication tools.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Communication Strategy

1. Title	Promote an effective and open communication culture
2. Code	107088L5
3. Range	Promoting a culture to develop a productive and collaborative workplace. This applies to the development of employee communication strategy along with a variety of communication channels to maintain smooth information flow among employees, with the support from senior management.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the strengths and weaknesses of different communication means and channels in order to promote an effective and open communication culture Understand the importance and key components of an effective and open communication culture <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Develop employee communication strategy which is in line with the organisation's culture, business objectives, vision, mission, values, strategy and people philosophy Present employee communication strategy to senior management to solicit their support for building an open and transparent culture in the organisation Select a variety of communication means and channels to disseminate information and collect feedback from employees or staff bodies Identify roles and responsibilities of major stakeholders (e.g. line managers, HRM director) in the communication process Develop execution plan with details (e.g. budget, on-site support) by involving internal and external resources for communication activities Anticipate questions where relevant and manage responses effectively when communicating sensitive information Provide training and coaching to managers to promote an effective and open communication culture in the organisation Facilitate dialogues and interactions between management and employees when necessary to achieve effective communication <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark other organisations' good practices of effective employee communication Practise the adopted communication mechanism and channels as a role model to promote an effective and open communication culture
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of employee communication strategy and execution plan to involve employees in deliberating the organisation's people philosophy and business objectives. Establishment of a variety of communication means and channels for two-way communication (e.g. social media, blog, chat room, forum). Provision of training and coaching to managers to promote an effective and open communication culture in the organisation.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Communication Strategy

1. Title	Develop policies and initiatives to increase effectiveness of employee communication
2. Code	107090L5
3. Range	Developing policies and initiatives to maintain effective organisational communication and build a productive and collaborative workplace. This applies to the development and communication of employee value proposition and human resource (HR) strategies, policies and initiatives with the support from senior management.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the needs of employees through different channels in order to play the role as internal PR effectively Understand best practices in the market in portraying a friendly and caring HR image <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Involve senior management to develop and communicate employee value proposition to reflect the organisation's philosophies and culture Develop policies and initiatives to support employee value proposition (e.g. flexible working hours, work-life balance, equal opportunities, diversity and inclusion) Build rapport with employees through appropriate communication channels and activities to understand their needs Listen and respond to employees' concerns via appropriate communication channels Validate effectiveness of employee communication activities via different channels <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively solicit feedback and support on HR initiatives from employees and relevant stakeholders (e.g. line managers and staff bodies) Incorporate caring elements and family-friendly measures in the HR policies, procedures and practices Benchmark the organisation's practices against market practices
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and initiatives to support the organisation's employee value proposition and address employees' concerns. Execution of two-way communication with employees for supporting employee value proposition and building a productive and collaborative workplace. Evaluation of effectiveness of employee communication activities via different channels.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Communication Strategy

1. Title	Search for smart and creative tools for employee communication
2. Code	107091L4
3. Range	Searching for user-friendly communication tools that help multi-level employee communication. This applies to the assessment of communication tools that help different employee groups achieve timely communication and business results.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of communication tools available in the market in order to introduce appropriate communication tools to the organisation Understand the strengths and weaknesses of adopting different communication tools for different employee groups <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Adopt different communication tools for different employee groups Execute thorough assessment in terms of features, compatibility and technicality of the current IT infrastructure, cost implications, benefits, drawbacks and risks of each communication tools during the course of tool selection Propose appropriate communication tools for different levels of communication to senior management or concerned departments Complete action plans and promulgation strategies to promote new communication tools to different levels of employees <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark best practices in using smart and creative communication tools
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of assessment of each communication tool in accordance with the predefined criteria and mechanisms. Implementation of action plans and promulgation strategies to promote new communication tools to different levels of employees.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Communication Strategy

1. Title	Carry out employee communication activities
2. Code	107089L3
3. Range	Carrying out employee communication activities that form an integral part of the overall employee communication strategy. This applies to implementation of appropriate kinds of employee communication activities to make effective information flow and maintain high employee engagement level in the organisation.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand key elements of organising employee communication activities in an efficient and cost-effective manner <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Carry out different kinds of employee communication activities that form an integral part of the overall employee communication strategy Carry out employee communication execution plan to reach target audience and maximise participation Carry out follow-up actions based on evaluation results <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively report issues or concerns raised by employees to senior management for prompt follow-up Identify and follow the specific requirements of different kinds of employee communication activities
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of employee communication activities to help employees understand the key messages of the initiatives and gain their support. 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.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Engagement

1. Title	Evaluate effectiveness of employee engagement initiatives
2. Code	107096L6
3. Range	Evaluating the effectiveness, demonstrating the value and recommending improvement areas of employee engagement initiatives. This applies to the periodic review and alignment of employee engagement initiatives with the organisation's culture and core values, with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the objectives and key components of employee engagement initiatives adopted by the organisation in order to design an appropriate evaluation mechanism Understand different metrics in measuring employee engagement in the market <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine key quantitative and qualitative employee engagement indicators with major stakeholders Set clear targets and achievable timeline for evaluating the effectiveness of employee engagement initiatives Design appropriate means or activities (e.g. focus group, interview) to solicit employees' views and evaluate the effectiveness of the employee engagement initiatives Consolidate and investigate available data (e.g. employee turnover rate) to determine the impact of employee engagement initiatives <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Present to senior management the results of evaluation and recommendations to enhance employee engagement initiatives Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of evaluation of employee engagement initiatives in accordance with the predefined criteria and mechanisms. Provision of recommendations to improve employee engagement initiatives based on evaluation results. Engagement of major stakeholders in the evaluation of employee engagement initiatives.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Engagement

1. Title	Identify key drivers of employee engagement
2. Code	107094L5
3. Range	Partnering with major stakeholders to identify key drivers of employee engagement as an integral part of the organisation's competitive edge. This applies to the identification of key drivers of employee engagement in terms of employee motivation, productivity and agility to embrace different kinds of business and organisational changes, with the involvement of major stakeholders.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance and different methodologies of stakeholder management in order to engage major stakeholders effectively <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Mobilise designated resources with appropriate representation across the organisation to oversee employee engagement initiatives Identify major stakeholders and use appropriate communication channels to engage different stakeholder groups (e.g. senior management, managers, staff bodies, labour representatives) Define key drivers of employee engagement in terms of employee motivation, productivity and agility Consolidate, analyse and interpret inputs collected from major stakeholders on key drivers of employee engagement Set up mechanism and channels to review employee engagement level with quantitative and qualitative indicators Share the major findings on key drivers of employee engagement with major stakeholders through appropriate channels <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Solicit feedback from major stakeholders and manage their expectations in communicating the key drivers and improvement initiatives of employee engagement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of key drivers of employee engagement for the organisation to review and improve employee engagement. Execution of two-way communication with major stakeholders to identify key drivers of employee engagement in terms of employee motivation, productivity and agility (e.g. career opportunities, involvement in decision-making, commitment to employee wellness). Establishment of mechanism and channels to review employee engagement level (e.g. engagement survey, employee consultation, exit interview, focus group).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Engagement

1. Title	Develop and manage organisational and departmental action plans for employee engagement
2. Code	107095L5
3. Range	Developing organisational and departmental action plans with specific employee engagement initiatives and managing their implementation progress. This applies to the development and management of organisational and departmental plans for employee engagement that are linked to business objectives, limited to manageable number of action priorities, and focused on action areas where positive impact is created for the concerned stakeholders (e.g. at supervisory level, for a specific department).
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the challenges and critical success factors in establishing and implementing organisational and departmental action plans <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Translate identified key drivers of employee engagement into organisational and departmental action plans Develop clear and achievable targets for organisational and departmental action plans Provide tools with clear deliverables, responsible parties, timeline and performance indicators for tracking implementation of organisational and departmental action plans Set up mechanism to develop organisational action plan for employee engagement based on common themes drawn from departmental action plans Introduce organisational and departmental action plans to employees and present correlation among organisational, departmental and individual performance indicators Set up mechanism for developing and managing organisational and departmental action plans <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively reinforce implementation of organisational and departmental action plans through appropriate channels Review progress of organisational and departmental action plans and update senior management on a regular basis Revise the action plans based on evaluation of its impact or changing circumstances as appropriate
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of mechanism for developing and managing organisational and departmental action plans for employee engagement. Establishment of organisational and departmental action plans based on the identified key drivers of employee engagement (e.g. career opportunities, involvement in decision-making, commitment to employee wellness). Monitoring of organisational and departmental action plans for employee engagement.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Engagement

1. Title	Measure employee engagement level
2. Code	107093L4
3. Range	Measuring employee engagement level through different means to obtain a better understanding of employees' views and their relationship with the organisation. This applies to the measurement of employee engagement level with the use of quantitative and qualitative indicators that align with the organisation's people commitment and business strategies.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the strengths and weaknesses of different methods of measuring and improving employee engagement Understand common employee engagement indicators in the market to enable market benchmarking <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Complete segmentation of employee groups for measuring their engagement level through different means Adopt mechanism and channels to measure employee engagement level, with quantitative and qualitative indicators, for different groups and levels of employees Check data collected from different sources and complete reports with major findings to relate the impact of employee engagement on business results and employee performance Provide assistance in implementing organisational and departmental action plans to improve employee engagement <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Adopt specific, measurable and practical employee engagement indicators Proactively examine the accuracy and details of measuring employee engagement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Implementation of measurement of employee engagement level with quantitative and qualitative indicators (e.g. customer satisfaction level, absenteeism, employee turnover rate, employees' confidence in the organisation's products or services). Provision of assistance in implementation of organisational and departmental action plans to improve employee engagement.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Diversity and Inclusion

1. Title	Design policies and procedures to uphold equal opportunities and embrace diversity
2. Code	107098L6
3. Range	Designing policies and procedures to uphold equal opportunities and embrace diversity for employee engagement, corporate social responsibilities and competitive edge. This applies to the design of policies and procedures with the support from senior management to govern the organisation's practices in managing equal opportunities and diversity in the workplace, and therefore maintaining a diverse workforce with a wide range of knowledge, skills and resources to the business.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand employment ordinances and statutory regulations on equal opportunities and diversity in the market in order to design appropriate policies and procedures for the organisation Understand market practices in advocating and embracing equal opportunities and diversity in order to design appropriate policies and procedures for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Engage senior management to determine the scope of equal opportunities and diversity, as part of an important process in designing appropriate policies and procedures Determine clear definition and scope of equal opportunities and diversity in consideration of relevant legal grounds Design policies and procedures to resolve complaints / allegations in violation of equal opportunities and diversity, including handling procedures, consequences of non-compliance and resolution measures Determine the role of employees, managers and senior management in upholding equal opportunities and embracing diversity in the organisation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Evaluate accessibility of the diversity and inclusion policies and procedures within the organisation Evaluate and introduce changes in diversity and inclusion policies and procedures
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and procedures to resolve complaints / allegations in violation of equal opportunities and diversity, including handling procedures, consequences of non-compliance and resolution measures. Provision of recommendations on the role of employees, managers and senior management in upholding equal opportunities and embracing diversity in the organisation for maintaining a diverse workforce.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Diversity and Inclusion

1. Title	Evaluate effectiveness of policies and procedures of equal opportunities and diversity
2. Code	107101L6
3. Range	Providing recommendations to support a diverse workforce with a wide range of knowledge, skills and resources to the business. This applies to the periodic review and alignment of policies and procedures of equal opportunities and diversity in the workplace with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the organisation's policies and procedures in relation to equal opportunities and diversity, as well as the development of employment related ordinances and statutory regulations in order to design and conduct review specific to the organisation Understand common practices for the review of human resource policies (e.g. consultation and approval processes) <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine frequency and reporting structure of the evaluation Evaluate the policies and procedures with major stakeholders on a timely basis for compliance of all relevant legal requirements in respective operating markets and jurisdictions Engage different stakeholders in the organisation for feedback and / or suggestions on the policies and procedures of equal opportunities and diversity Solicit input from legal experts and relevant professional bodies on diversity and inclusion in the review exercise <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Present to senior management the results of evaluation and recommendations to enhance policies, procedures and practices of equal opportunities and diversity Introduce changes to policies and procedures with reference to the latest employment ordinances and statutory regulations in relation to equal opportunities and diversity Benchmark best practices of policy review of diversity and inclusion in the market Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of evaluation of the policies and procedures of equal opportunities and diversity for compliance of all relevant legal requirements in respective operating markets and jurisdictions. Provision of recommendations to improve the policies, procedures and practices of equal opportunities and diversity based on the evaluation results. Engagement of major stakeholders in the evaluation of policies and procedures of equal opportunities and diversity.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Diversity and Inclusion

1. Title	Develop policies and procedures to promote equal opportunities and diversity
2. Code	107097L5
3. Range	Developing policies and procedures to promote equal opportunities and diversity throughout the employee life cycle. This applies to the development of policies and procedures with the support from senior management to govern the organisation's practices in providing a same set of employment opportunities to all employees regardless of their race, age, gender, disability, marital status, etc.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance and statutory requirement of equal opportunities and diversity, as well as the related compliance requirements and issues Understand market best practices in promoting equal opportunities and diversity in order to create a work environment that promotes such values effectively in the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Partner with senior management to incorporate equal opportunities and diversity as core values in the organisation Develop policies and procedures that promote equal opportunities and diversity within the organisation Involve major stakeholders in promoting equal opportunities and diversity Develop mechanism to capture salient concerns on equal opportunities and diversity Promote equal opportunities and diversity as components of the employee engagement level <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark the organisation's prevailing practices with market best practices in promoting equal opportunities and diversity throughout the employee life cycle Maintain the accuracy and consistency of all policies and procedures developed
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of policies and procedures to promote equal opportunities and diversity throughout the employee life cycle. Establishment of mechanism to capture salient concerns on equal opportunities and diversity (e.g. survey, online voting poll). Implementation of the relevant policies and procedures to provide a same set of employment opportunities to all employees regardless of their race, age, gender, disability, marital status, etc.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Diversity and Inclusion

1. Title	Coach managers in delivery of equal opportunities and diversity practices
2. Code	107100L5
3. Range	Providing coaching or relevant support to managers for delivery of equal opportunities and diversity practices. This applies to the provision of coaching or relevant support for enabling managers to foster a culture of diversity and inclusion at departmental level, and creating a work environment for promoting equal opportunities and diversity throughout the employee life cycle.
4. Level	5
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the roles and responsibilities of managers in delivering and monitoring equal opportunities and diversity practices in the organisation Understand the strengths and weaknesses of different coaching styles in order to maximise coaching effectiveness in different situations <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Promote a culture of diversity and inclusion at departmental level through support from managers Educate managers on the rationale and benefits in enhancing equal opportunities and diversity in the organisation Coach managers their roles and responsibilities in promoting equal opportunities and diversity in the organisation Provide support or advice to managers when they encounter difficulties or require clarification about the related policies and procedures <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Develop feedback mechanism for managers to share and raise concerns in delivery of equal opportunities and diversity practices Communicate with managers the latest development of diversity and inclusion, including employment related ordinances and statutory regulations in respective operating markets and jurisdictions
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Provision of coaching and / or recommendations to managers in managing equal opportunities and diversity in the organisation. Provision of support or advice to keep managers updated of the latest development of diversity and inclusion.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Diversity and Inclusion

1. Title	Communicate the policies and practices to maintain equal opportunities and diversity
2. Code	107099L4
3. Range	Communicating with and assisting all employees to get familiar with and follow the policies and practices related to equal opportunities and diversity in the organisation. This applies to the communication of policies and practices to develop a work environment where employees have equal opportunities and employee differences are treated with respect and dignity.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the strengths and weaknesses of different communication channels and tools for education on diversity and inclusion <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Adopt appropriate communication channels and tools to communicate relevant policies and practices (e.g. educational activities, exhibits, displays) with all employees Organise appropriate training to improve employees' understanding of the objectives of diversity and inclusion related policies, complaint and resolution procedures as well as possible consequences of non-compliance Adopt appropriate training format (e.g. classroom, e-learning) and use in-house resources or liaise with industry experts (e.g. Equal Opportunities Commission) to deliver the training Produce education tool kits on diversity and inclusion related policies and practices Coordinate with target participants for training and communicate common pitfalls and risks on diversity and inclusion related matter with all employees <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Organise new employee orientation to cover diversity and inclusion related policies and practices Benchmark best practices of developing educational materials related to diversity and inclusion with other organisations
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> 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. 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.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Wellness and Work-Life Balance

1. Title	Design policies to nurture employee wellness and work-life balance
2. Code	107103L6
3. Range	Designing policies and practices related to employee wellness and work-life balance, in consultation with managers and employees. This applies to the design of policies and practices with the support from various stakeholder groups to nurture employee wellness and work-life balance for maintaining high employee engagement level in terms of employee motivation, productivity, creativity and loyalty in the workforce.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the potential impact of employee wellness and work-life balance on improving employee engagement and business performance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Set up mechanism to collect views and suggestions from various stakeholder groups (e.g. senior management, employees) with regard to employee wellness and work-life balance needs Solicit internal and external support and resources that are crucial for execution of employee wellness and work-life balance initiatives in the organisation Solicit support from senior management about the policies and practices related to employee wellness and work-life balance Introduce the adopted policies and practices related to employee wellness and work-life balance to all employees through various channels Solicit timely feedback from all employees and make necessary adjustments to enhance effectiveness of policies and practices related to employee wellness and work-life balance <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively introduce the positive impact of employee wellness and work-life balance initiatives on improving employee engagement and business performance Evaluate policies and practices related to employee wellness and work-life balance on a timely basis, in response to changes in social and business environment
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of consultative mechanism to determine employee wellness and work-life balance needs. Establishment of policies and practices related to employee wellness and work-life balance for maintaining high employee engagement level in terms of employee motivation, productivity, creativity and loyalty in the workforce. Execution of two-way communication with various stakeholder groups (e.g. senior management, employees) for promotion of employee wellness and work-life balance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Wellness and Work-Life Balance

1. Title	Evaluate effectiveness of employee wellness and work-life balance initiatives
2. Code	107106L6
3. Range	Evaluating the effectiveness, demonstrating the value and recommending improvement areas of employee wellness and work-life balance initiatives. This applies to the periodic review and alignment of employee wellness and work-life balance initiatives with the organisation's human resource (HR) strategies, with the involvement of all employees.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the relation between HR strategies and employee wellness and work-life balance initiatives in the organisation in order to design an appropriate evaluation mechanism Understand different HR metrics adopted in measuring effectiveness of relevant initiatives <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design mechanism using clear parameters to evaluate effectiveness of employee wellness and work-life balance on a regular basis Investigate both quantitative and qualitative feedback from employees for evaluation of employee wellness and work-life balance initiatives Investigate the participation rate and employee responses to employee wellness and work-life balance initiatives Interpret HR metrics (e.g. turnover rate, medical claim ratio, absenteeism, engagement level) Determine impact of the initiatives on the organisational HR strategies (e.g. talent attraction and retention, employer branding, employee engagement) and refine the direction of the initiatives as appropriate Engage all employees in the evaluation process <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Present to senior management the results of evaluation and recommendations to enhance employee wellness and work-life balance initiatives Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of evaluation of employee wellness and work-life balance initiatives in accordance with the predefined parameters and mechanism. Provision of recommendations to enhance the organisation's HR strategies in driving employee wellness and work-life balance. Engagement of all employees in the evaluation of initiatives and HR strategies related to employee wellness and work-life balance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Wellness and Work-Life Balance

1. Title	Identify and prioritise different employee wellness and work-life balance initiatives
2. Code	107102L5
3. Range	Identifying and prioritising employee wellness and work-life balance initiatives based on employee profiles and needs, and obtaining support from major stakeholders. This applies to the identification of practical and accessible employee wellness and work-life balance initiatives to different groups and levels of employees.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the latest trends, employee needs and available programmes in the market in relation to employee wellness and work-life balance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Solicit support from senior management about the rationale for employee wellness and work-life balance initiatives and the benefits to employees and the organisation Set up consultative mechanism to identify employee wellness and work-life balance needs Identify employee wellness and work-life balance initiatives that best fit the needs of both the employees and the organisation Identify communication channels to obtain support from major stakeholders to employee wellness and work-life balance initiatives Conduct cost and benefit analysis to prioritise the wellness initiatives, in consideration of employee needs <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Benchmark the prevailing practices of employee wellness in the organisation with best practices of wellness initiatives organised by other organisations Consult a balanced mix of employees from different levels and groups in the consultation process
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of employee wellness and work-life balance initiatives based on predefined mechanism and due considerations of the employee needs, organisation culture, business nature and cost implication. Execution of cost and benefit analysis to prioritise the employee wellness and work-life balance initiatives, in consideration of employee needs and value on investment (e.g. improved workforce morale, lower turnover, less absenteeism).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Wellness and Work-Life Balance

1. Title	Organise health education activities related to employee wellness
2. Code	107104L4
3. Range	Making use of available support, resources and information to organise health education activities related to employee wellness. This applies to the promotion of employee wellness and related health education for building an engaged and energised workforce for the organisation.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the latest trends and information related to healthy lifestyle and employee wellness, as well as the current health risk that may affect operation of the organisation Understand employee needs in terms of employee wellness and related health education <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Assess employee health situation based on statistics (e.g. sick leave records and medical claims) Search for available support and resources (e.g. professional service providers) and relevant information on employee wellness and health education Conduct cost analysis for different options and complete a budget for senior management's approval Prepare a regular plan with defined time frame on employee wellness initiatives and related health education Implement activities related to health education (e.g. sharing health tips on intranet, health talks, on-site physical check-up) Communicate the benefits and practical tips of maintaining a healthy lifestyle with employees Liaise with different parties (e.g. medical services providers and doctors) in delivering employee wellness initiatives Organise campaigns to promote the employee wellness in the organisation <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Collect feedback from employees and make necessary adjustments for effectiveness of the employee wellness initiatives Benchmark best practices of planning and organising health education activities
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of cost analysis for different options of employee wellness initiatives and related health education. Implementation of endorsed health education plans and activities to achieve employee wellness and work-life balance.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Employee Wellness and Work-Life Balance

1. Title	Carry out employee wellness and work-life balance initiatives
2. Code	107105L3
3. Range	Carrying out employee wellness and work-life balance initiatives so that employees put the adopted ideas and initiatives into practice. This applies to the execution of employee wellness and work-life balance initiatives in the organisation with the support from relevant stakeholders.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of work-life balance initiatives in the market in order to select the appropriate ones for adoption in the organisation Understand the business strategies and employee needs in relation to work-life balance <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Contact service providers (e.g. non-governmental organisations) to define details of the initiatives if appropriate Carry out employee wellness and work-life balance initiatives (e.g. flexible working hours, family-friendly practices) in the organisation Collect timely feedback from all employees to measure effectiveness of the employee wellness and work-life balance initiatives Check execution details in organising and administering work-life balance initiatives <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Regularly check the performance of existing initiatives for continuous improvement Proactively check the accuracy and details of the arrangement of employee wellness and work-life balance initiatives
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Execution of adopted internal and / or external employee wellness and work-life balance initiatives (e.g. clinical hotline, flexible working hours). Engagement of target individuals (e.g. service providers, service users) to follow up the performance of existing initiatives for continuous improvement.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Corporate Social Responsibility (CSR)

1. Title	Design corporate social responsibility (CSR) direction, strategy and policies
2. Code	107107L6
3. Range	Designing CSR direction, strategy and policies in alignment with the organisation's business strategies, employee needs and socio-political environment. This applies to the design of a CSR direction to express the organisation's commitments to contribute to the community, as well as CSR strategy and policies in alignment with the organisation's business strategies and value creation for both the employees and the community.
4. Level	6
5. Credit	6 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the latest CSR trends and current social needs, as well as the organisation's business strategies and employee needs Understand the socio-political environment in which the organisation operates in order to establish appropriate CSR direction and strategy for the organisation <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Design CSR direction, strategy and policies for the organisation Establish long-term and short-term plans to operationalise the organisation's CSR direction and strategy Establish guidelines and mechanisms in facilitating CSR initiatives Determine channels to recognise employee participation and contributions to CSR initiatives Drive CSR initiatives by providing necessary support to leaders and members of volunteer teams <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively explore and introduce new elements of CSR initiatives (e.g. collaboration with external parties in driving cost-effectiveness)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of CSR direction, strategy and policies to demonstrate the organisation's commitment to both its employees and the community. Establishment of long-term and short-term plans to drive CSR with consistency and determination. Establishment of guidelines (e.g. disclosure of the organisation's CSR strategy, initiatives and performance in its financial reports) and mechanisms in driving CSR initiatives (e.g. employee volunteering opportunities).
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Corporate Social Responsibility (CSR)

1. Title	Evaluate effectiveness of corporate social responsibility (CSR) initiatives
2. Code	107111L6
3. Range	Evaluating the effectiveness, demonstrating the value and recommending improvement areas of the organisation's CSR initiatives. This applies to the periodic review and alignment of CSR initiatives with organisation's culture and core values, with the involvement of major stakeholders.
4. Level	6
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components of mechanism for evaluating effectiveness of CSR initiatives adopted by the organisation Understand different metrics in evaluating effectiveness of CSR initiatives in the market <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Determine key success factors of CSR initiatives with major stakeholders (e.g. existing CSR direction, strategy and policies) Solicit employees' views through appropriate means or activities (e.g. focus group, interview, chat room) to evaluate the effectiveness of CSR initiatives Consolidate and investigate available data (e.g. employee volunteering opportunities) to determine the impact of CSR initiatives Redesign CSR initiatives based on evaluation results, feedback and suggestions from major stakeholders <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Present to senior management the results of evaluation and recommendations to enhance CSR initiatives Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Identification of key success factors of CSR initiatives. Evaluation of CSR initiatives in accordance with predefined methods. Provision of recommendations to maximise the effectiveness of CSR initiatives (e.g. integrating CSR efforts into employer branding) based on the evaluation results. Engagement of major stakeholders in the evaluation of CSR initiatives.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Corporate Social Responsibility (CSR)

1. Title	Solicit major stakeholders' support in corporate social responsibility (CSR) initiatives
2. Code	107108L5
3. Range	Soliciting major stakeholders' support in CSR initiatives by understanding and addressing major stakeholders' perspectives, needs and concerns in CSR issues. This applies to the stakeholder communication and management to solicit and mobilise internal and / or external resources for planning and implementation of CSR initiatives.
4. Level	5
5. Credit	5 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand different types of stakeholders (e.g. employees, employees' families, retirees, customers, vendors, investors), their needs and concerns in supporting the organisation's CSR initiatives Understand the importance and essential skills of stakeholder communication and management in order to gain major stakeholders' support in planning and implementing CSR initiatives effectively <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Identify appropriate communication channels for major stakeholders including both internal parties and external partners Solicit major stakeholders' support for planning and implementing CSR initiatives of the organisation Set up governance structure on soliciting and mobilising volunteers within the organisation for CSR initiatives Mobilise resources (e.g. support from departments, volunteers) to plan and implement CSR initiatives Set up mechanism to collect major stakeholders' feedback on CSR initiatives Partner with external stakeholders (e.g. the media and non-governmental organisations) to plan and implement CSR initiatives Articulate the CSR direction and strategy of the organisation with the selected external partners Develop a sustainable network of internal and external stakeholders with clear communication mechanisms <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Follow up feedback and suggestions on CSR initiatives, and make necessary adjustments and improvement
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Establishment of effective communication channels to develop partnering relationships with a wide range of individuals, groups and organisations in the community for supporting the organisation's CSR initiatives. Establishment of mechanism to collect major stakeholders' feedback on CSR initiatives. Engagement of all employees and external partners for the implementation of CSR initiatives through a variety of communication channels.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Corporate Social Responsibility (CSR)

1. Title	Liaise with other organisations to execute corporate social responsibility (CSR) initiatives
2. Code	107110L4
3. Range	Liaising with different types of organisations (e.g. non-governmental organisations) to carry out CSR initiatives with a wider scale of participation and impact on the community. This applies to the maintenance of partnering relationships with other organisations to execute CSR initiatives based on the organisation's long-term and short-term CSR plans.
4. Level	4
5. Credit	4 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the importance and essential skills of collaborative management when working with other organisations to carry out CSR initiatives <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Maintain a strong network of external stakeholders that are potential partners in carrying out CSR initiatives Liaise with other organisations to obtain alignment on the goals, nature of CSR initiatives as well as the roles and responsibilities of each CSR partnering organisation Execute CSR initiatives in accordance with the predefined objectives, time frame, review mechanisms and potential partners in the CSR arena Maintain closer relationships with current CSR partnering organisations for future collaboration Adopt communication mechanisms, objectives and performance indicators for the partnership in carrying out CSR initiatives <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively report issues or concerns raised by CSR partnering organisations to senior management for prompt follow-up
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Maintenance of network of external stakeholders for CSR initiatives. Provision of regular liaison with other CSR partnering organisations. Execution of CSR initiatives in collaboration with CSR partnering organisations.
8. Remarks	

Specification of Competency Standards for Human Resource Management

Unit of Competency

Functional Area : 7. Employee Engagement

Key Function : Corporate Social Responsibility (CSR)

1. Title	Contact volunteer teams to promote and implement corporate social responsibility (CSR) initiatives
2. Code	107109L3
3. Range	Keeping contacts with volunteer teams and motivating internal stakeholders (e.g. employees, employees' families, retirees) to serve the community through volunteering and contribution of their expertise. This applies to the communication with volunteer teams to implement CSR initiatives with internal and / or external resources.
4. Level	3
5. Credit	3 (for reference only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <ul style="list-style-type: none"> Understand the key components of an effective volunteer team in promoting and implementing CSR initiatives Understand the potential risks, exposures, statutory regulations in implementing CSR initiatives <p>6.2 Applications and Processes</p> <ul style="list-style-type: none"> Communicate with volunteer teams about the concept of voluntary services in the organisation for fostering their development and sustainability Carry out CSR initiatives through collaboration with internal volunteer teams and relevant external parties Prepare internal and external communication documents related to CSR initiatives Contact different departments for formation of volunteer teams <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> Proactively provide assistance to volunteer teams to promote and implement CSR initiatives
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Preparation of relevant documentations on communication with internal volunteer teams and external parties (e.g. event schedule, order confirmation of transportation services). Provision of assistance in formation of volunteer teams to implement CSR initiatives.
8. Remarks	