Vocational Qualification Specifications for Director (Human Resource)

A. Job Description and Competency Requirements

Area of Specialty	Human Resource Generalist
Occupational / Job Role	Head
Typical Job Title	Employers use job titles to categorise positions in different ways. The practitioners in this leadership position often have job titles such as Director (Human Resource), Vice President (Human Resource), Head (Human Resource), or Chief Human Resource Officer.
Major Purposes and Duties of the Job	Provide direction and planning to a broad spectrum of human resource services in line with the organisation's business objectives. As its name suggests, human resource generalists have comprehensive and diverse responsibilities in leading the development and implementation of human resource policies and procedures; strategic staffing and recruitment plans; compensation and benefits; employee training and development; industrial and/or employee relations; workplace safety and continuity; etc. Their primary responsibility is to attract, retain, motivate and develop the necessary human capital skills for employees at all levels. They also develop strategies, best practices and initiatives to enhance employee performance and employee engagement. They lead business continuity initiatives and risks management for the organisation as a whole. Hence, developing and implementing retention strategy for critical positions is requisite. In order to effectively take this leadership position, they use big data to develop business insights. Moreover, they engage with different kinds of stakeholders and build trust with them. Ensuring compliance with laws and industry regulations in respective operating markets and jurisdictions is also vital to ongoing success of the organisation. Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section "B. Qualification Specifications and Mapping of Units of Competency (UoCs)" for details.
General Requirements	• Good knowledge of Employment Ordinance and other related legislations in respective operating markets and jurisdictions • Excellent problem solving, negotiation, influencing, change management, customer service, as well as verbal and written communication skills • University degree in Human Resource Management, Business Administration, or related disciplines • Relevant work experience; or demonstration of managerial competencies; or related organisational experience • Demonstration of strong business savvy and strategic thinking

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

Job Competency Requirements					
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Organisational / Corporate Strategic Planning and Management	1. Establish and lead the human resource (HR) agenda in the organisation's strategic planning	106904L7	7	7
		2. Create human resource (HR) strategies as a strategic business partner and key member of the board of directors or top management team	106906L7	7	7
		3. Determine impact of the organisation's strategic plan on human capital	106908L6	6	6
	Human Resource (HR) Strategy	4. Forecast human capital needs with due regard to socio-economic trends and the organisational developments and strategies	106909L7	7	7
		5. Formulate and align human resource (HR) strategies with the organisation's strategic plan	106910L7	7	7
		6. Translate human resource (HR) strategies into operational systems and procedures	106913L6	6	6
		7. Design metrics to measure the effectiveness of human resource (HR) strategies	106914L6	6	6
	Organisation's Vision, Mission, Values (VMV) and Culture	8. Facilitate development of the organisation's vision, mission, core values (VMV) and behavioural expectations	106915L6	6	6
		9. Align the organisation's vision, mission, core values (VMV) and behavioural expectations	106918L6	6	5
	Organisation Development (OD)	10. Investigate and devise drivers of organisational effectiveness	106919L6	6	6
		11. Design organisation development (OD) interventions, programmes and processes to address business needs	106920L6	6	6
	Change Management	12. Design change objectives and management plans	106923L6	6	6
		13. Evaluate effectiveness of change initiatives	106928L6	6	5
	Employer Branding and Reputation Management	14. Develop employee value proposition and design employer branding strategy	106959L6	6	6
	Human Resource (HR) Analytics	15. Identify key factors that drive employee productivity and configure them into human resource (HR) systems	107050L5	5	5
	Risk Management	16. Evaluate organisational or key business risks of human resource (HR) functions	107080L6	6	6
Functional	Workforce Planning and Strategy	1. Design resourcing strategy and plan	106930L6	6	6
	Recruitment Policy and Procedures	2. Develop recruitment policies and procedures	106936L5	5	5
	Reward Strategy	3. Formulate reward strategy in alignment with the organisational strategic objectives and human resource (HR) strategies	106963L7	7	7
		4. Design reward policies, procedures and practices	106965L6	6	6
	Design and Administration of Compensation Scheme	5. Design compensation scheme	106973L6	6	6
	Talent Management and Development Strategy and Process	6. Formulate knowledge management strategy as well as talent management and development strategy	106992L7	7	7
		7. Design policies and process for knowledge management as well as talent management and development	106993L6	6	6
	Success Planning	8. Determine key roles for succession planning and the required competencies	106997L6	6	6
	Performance Management	9. Design performance management policies, procedures and system	107015L6	6	6
	Human Resource (HR) Policies and Procedures	10. Design human resource (HR) policies and procedures in line with stakeholders' needs	107021L6	6	6
	Human Resource (HR) Operations and Quality Service Delivery	11. Design and review structure, processes and responsibilities of human resource (HR) operations and services	107025L6	6	6
	Management Employee Relations	12. Develop policies and procedures to handle disciplinary and grievance cases	107061L5	5	5
		13. Provide training and support to managers in handling employee personal and performance issues	107063L5	5	6
	Managing Industrial Relations	14. Design strategy, principles and policies in managing industrial relations	107070L6	6	6

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

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

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

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

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

Qualification Title	Master Degree / Postgraduate Diploma / Postgraduate Certificate in Human Resource Management
Qualification Level	QF Level 6
QF Credit (Ref Only)	181 (based on mapping of UoCs)
Qualification Entry Requirement	Academic / Professional Pathway: Have satisfied the minimum university entrance requirement or equivalent. OR QF Pathway: Completion of Level 5 QF-recognised qualifications in related disciplines.
Qualification Training Objective	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 5 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Workforce Planning and Strategy; Recruitment Policy and Procedures; Reward Strategy; Talent Management and Development Strategy and Process; Succession Planning; Performance Management; Human Resource (HR) Policies and Procedures; Human Resource (HR) Operations and Quality Service Delivery; Employer Branding and Reputation Management; Managing Employee Relations; Employee Engagement; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Establish human resource agenda and deploy the techniques of corporate analysis in organisational or corporate strategic planning	• 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.	Organisational / Corporate Strategic Planning and Management	Establish and lead the human resource (HR) agenda in the organisation's strategic planning *	106904L7
2. Create and integrate human resource strategies into the organisation's operational plans and policies	• 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.		Create human resource (HR) strategies as a strategic business partner and key member of the board of directors or top management team *	106906L7

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	• Establishment of strategic HR solutions to support and influence the organisation's strategic decision- making.			
3. Determine impact of the organisation's strategic plan on human capital for maximising employee contribution and organisational performance	• 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.		Determine impact of the organisation's strategic plan on human capital *	106908L6
4. Forecast human capital needs of the organisation	• 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.	Human Resource (HR) Strategy	Forecast human capital needs with due regard to socio-economic trends and the organisational developments and strategies *	106909L7
5. Formulate appropriate human resource strategies for developing the organisation's workforce and practices required to meet the organisation's vision, mission, values, directions and strategies	• 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.		Formulate and align human resource (HR) strategies with the organisation's strategic plan *	106910L7
6. Design human resource operational systems and procedures based on the organisation's strategies	• 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.		Translate human resource (HR) strategies into operational systems and procedures *	106913L6
7. Employ proper and comprehensive measurement of human resource effectiveness and efficiencies	• 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.		Design metrics to measure the effectiveness of human resource (HR) strategies *	106914L6
8. Engage with major stakeholders to develop behavioural indicators for performance management	• 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.	Organisation's Vision, Mission, Values (VMV) and Culture	Facilitate development of the organisation's vision, mission, core values (VMV) and behavioural expectations *	106915L6

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
9. Build linkage among the organisation's vision, mission, values and employees' behavioural expectations	• 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.		Align the organisation's vision, mission, core values (VMV) and behavioural expectations *	106918L6
10. Engage major stakeholders to investigate and devise drivers of organisational effectiveness	• 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.	Organisation Development (OD)	Investigate and devise drivers of organisational effectiveness *	106919L6
11. Engage major stakeholders in the process of identification, development, implementation and evaluation of organisation development initiatives	• 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.		Design organisation development (OD) interventions, programmes and processes to address business needs *	106920L6
12. Design change objectives and management plans that fit the readiness or conditions of the organisation	• 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.	Change Management	Design change objectives and management plans *	106923L6
13. Build trust and make alignment of all change initiatives with major stakeholders to identify improvement opportunities; and maintain the organisation in alignment with its culture and core values	• 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.		Evaluate effectiveness of change initiatives *	106928L6
14. Formulate strategies for recruitment, employee engagement and retention based	• Establishment and implementation of a mechanism for long-term workforce forecasting as an integral part of the organisation's workforce planning process.	Workforce Planning and Strategy	Design resourcing strategy and plan	106930L6

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
on the organisation's business objectives	• 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.			
15. Develop recruitment policies and procedures to meet both the strategic needs of the organisation and the practical needs of various departments	• 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.	Recruitment Policy and Procedures	Develop recruitment policies and procedures	106936L5
16. Collaborate with internal and external stakeholders to develop employer branding and positive employee experience through a variety of online and offline channels	• 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.	Employer Branding and Reputation Management	Develop employee value proposition and design employer branding strategy *	106959L6
17. Formulate compensation and benefit strategy to develop, prioritise and integrate reward initiatives	• 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.	Reward Strategy	Formulate reward strategy in alignment with the organisational strategic objectives and human resource (HR) strategies	106963L7
18. Develop compensation and benefit policies and procedures to promote employee engagement and productivity	• 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.		Design reward policies, procedures and practices	106965L6
19. Design compensation scheme to attract, retain and motivate all levels of employees	• Implementation of analysis on the possible combinations of financial and non-financial compensations for design of compensation scheme.	Design and Administration of Compensation Scheme	Design compensation scheme	106973L6

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	• Establishment of compensation scheme and budget with due consideration of balance between internal equity and external competitiveness.			
20. Formulate strategies and provide direction for leadership, knowledge management, and employee development	• 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.	Talent Management and Development Strategy and Process	Formulate knowledge management strategy as well as talent management and development strategy	106992L7
21. Develop and implement policies and processes for soliciting and disseminating critical knowledge of the organisation; managing and developing talents	• 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.		Design policies and process for knowledge management as well as talent management and development	106993L6
22. Identify high potential employees and critical positions in the organisation for business continuity	• Identification of the required competencies on key roles in the organisation. • Engagement with major stakeholders for multiple sources of input, ownership and quality of succession planning.	Succession Planning	Determine key roles for succession planning and the required competencies	106997L6
23. Lead the development of performance management policies, procedures and system; and oversee the implementations	• 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.	Performance Management	Design performance management policies, procedures and system	107015L6
24. Promote a continuous improvement culture within human resource shared service centre	• 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.	Human Resource (HR) Policies and Procedures	Design human resource (HR) policies and procedures in line with stakeholders' needs	107021L6
25. Translate the organisation's strategy into an effective and actionable human resource strategy and operational plan	• 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.	Human Resource (HR) Operations and Quality Service Delivery	Design and review structure, processes and responsibilities of human resource (HR) operations and services	107025L6

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	• 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.			
26. Identify the key drivers of performance and productivity with the involvement of major stakeholders; and build correlation among human resource initiatives and business results	• 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.	Human Resource (HR) Analytics	Identify key factors that drive employee productivity and configure them into human resource (HR) systems *	107050L5
27. Manage grievances and violations invoking disciplinary actions when required	• 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.	Managing Employee Relations	Develop policies and procedures to handle disciplinary and grievance cases	107061L5
28. Enable Human Resource Team and line management to manage performance issues for supporting the organisation's sustainable development in ever-changing external environment	• 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.		Provide training and support to managers in handling employee personal and performance issues	107063L5
29. Lead to communicate with labour unions where appropriate	• 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.	Managing Industrial Relations	Design strategy, principles and policies in managing industrial relations	107070L6
30. Maintain uninterrupted human resource support and services even in the ever-changing business and socio-political environment	• 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.	Risk Management	Evaluate organisational or key business risks of human resource (HR) functions *	107080L6

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

Learning Outcome Statement	Education Pathway: • Candidates who complete this qualification are able to proceed to qualification training at QF Level 7 in HRM Sector. • Candidates who had acquired other competency-based training at QF Level 6 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification. Employment Pathway: • The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role. • Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.

C. Critical Developmental and Learning Experience Associated for Career Progression

Critical or Desirable On-The-Job Learning	• Ability to lead and manage a whole range of strategic human resource projects in a practical and hands-on approach • Familiarity with integrating technology into different areas of the entire HRM function is an advantage • Familiarity with use of remote work capabilities and flexible employment modes is an advantage • Previous experience in participating in the development of business strategy for a given segment of the organisation is an advantage • Excellent interpersonal and communication skills, able to interact with people with diverse backgrounds at all levels is an advantage • Opportunity to deepen business exposure and acumen at strategic level • Opportunity to learn, practise and sponsor the applications of human resource management system (HRMS) and human resource analytics at strategic level

Relevant Learning Programmes in the Market			
There are many forms of learning programmes in the market that broaden or deepen specific knowledge and skills of the practitioners in this leadership position (e.g. talks, workshops, online courses, study tours, communities of practice, competitions). Below are some examples of the award-bearing programmes enlisted on Qualifications Register (QR) for reference:			
Title of Qualification	**Title of Learning Programme**	**QF Level**	**Name of Operator / Agency**
1. Doctor of Philosophy	Doctor of Philosophy - Faculty of Business and Economics	7	The University of Hong Kong
2. Master of Business Administration (International)	Master of Business Administration (International)	6	The University of Hong Kong
3. Master of Human Resource Management	Master of Human Resource Management	6	The Open University of Hong Kong
4. Master of Science in Business Analytics	Master of Science in Business Analytics	6	The Hong Kong Polytechnic University
5. Master of Science in Human Resource Management and Organisational Behaviour	Master of Science in Human Resource Management and Organisational Behaviour	6	Lingnan University
6. Master of Science in Strategic Human Resources Management	Master of Science in Strategic Human Resources Management	6	Hong Kong Baptist University
7. Postgraduate Certificate in Human Resource Management	Postgraduate Diploma in Human Resource Management and Business Psychology	6	HKU School of Professional and Continuing Education
8. Postgraduate Diploma in Digital Leadership	Postgraduate Diploma in Digital Leadership	6	The Hong Kong Polytechnic University
9. Postgraduate Diploma in Human Resource Management and Business Psychology	Postgraduate Diploma in Human Resource Management and Business Psychology	6	HKU School of Professional and Continuing Education
10. Postgraduate Diploma in Technology Management	Postgraduate Diploma in Technology Management	6	The Hong Kong Polytechnic University

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

End

Vocational Qualification Specifications for Manager (Human Resource)

A. Job Description and Competency Requirements

Area of Specialty	Human Resource Generalist
Occupational / Job Role	Manager
Typical Job Title	Employers use job titles to categorise positions in different ways. The practitioners in this all-round human resource management position often have job titles such as Manager (Human Resource) or Business Partner (Human Resource).
Major Purposes and Duties of the Job	Work with business units to deliver relevant human resource services with an entrepreneurial mindset. As human resource generalists at managerial level, they play a critical role in identifying client requirements and business issues; and then working with internal or external human resource specialists in designing and implementing the adopted solutions. They manage a broad spectrum of human resource services including talent acquisition, retention and development, performance management, compensation and benefits, employee relations, etc. Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section "B. Qualification Specifications and Mapping of Units of Competency (UoCs)" for details.
General Requirements	• Good understanding of Employment Ordinance and other related legislations in respective operating markets and jurisdictions • Understanding of sourcing, recruiting and selection processes and techniques • Good at using data to make informed decisions • University degree in Human Resource Management, Business Administration, or related disciplines • Relevant work experience; or demonstration of managerial competencies; or related organisational experience

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

		Job Competency Requirements			
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Organisational / Corporate Strategic Planning and Management	1. Implement the organisation's strategic plan in the human resource (HR) context	106907L5	5	5
	Human Resource (HR) Strategy	2. Adopt appropriate strategies to obtain acceptance and support from major stakeholders in the human resource (HR) strategy development process	106911L5	5	5
	Organisation's Vision, Mission, Values (VMV) and Culture	3. Promote the organisation's vision, mission, core values (VMV) and behavioural expectations	106916L5	5	5
	Organisation Development (OD)	4. Identify and translate competitive advantages of the organisation to core competencies	106921L5	5	5
		5. Identify competency gaps and recommend solutions to improve organisational performance	106922L5	5	5
	Change Management	6. Identify major stakeholders and assess their change readiness	106924L5	5	5
		7. Facilitate change and deal with resistance to change	106927L5	5	6
	Design and Administration of Compensation Scheme	8. Articulate the adopted compensation scheme with stakeholders and manage their expectations	106976L5	5	5
	Advancing Human Resource Management System (HRMS)	9. Identify improvement opportunities brought by new information technology and human resource (HR) solutions	107049L5	5	5
	Human Resource (HR) Analytics	10. Deploy predictive analytics to reduce attrition and optimise employee performance	107051L5	5	5
	Regulatory Compliance	11. Examine fulfilment of all relevant compliance requirements on human resource (HR) policies, procedures and practices	107055L4	4	4
	Managing Employee Relations	12. Promote amicable working relationship in the workforce and resolve workplace conflicts effectively	107064L5	5	5
Functional	Workforce Planning and Strategy	1. Validate effectiveness of workforce planning and strategy, and monitor expenditure against budget	106935L5	5	5
	Assessment, Selection and Employment Offer	2. Implement the approval process of employment offer	106951L5	5	5
	Employer Branding and Reputation Management	3. Advocate the organisation's core values with positive employee experience	106958L5	5	5
	Performance Management	4. Identify performance gaps and development needs for individual career progression and organisation's human capital inventory	107019L5	5	5
	Human Resource (HR) Policies and Procedures	5. Conduct cost analysis and set up budget of human resource (HR) operations	107020L5	5	5
	Regulatory Compliance	6. Obtain senior management's commitment to human resource (HR) compliance	107056L5	5	5
	Managing Industrial Relations	7. Develop policies and procedures to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts	107073L5	5	5
	Risk Management	8. Identify critical risks which affect business development continuity and people risk profile	107076L5	5	5
	Employee Communication Strategy	9. Promote an effective and open communication culture	107088L5	5	5
	Employee Engagement	10. Identify key drivers of employee engagement	107094L5	5	5
		11. Develop and manage organisational and departmental action plans for employee engagement	107095L5	5	5
	Diversity and Inclusion	12. Develop policies and procedures to promote equal opportunities and diversity	107097L5	5	5
	Employee Wellness and Work-Life Balance	13. Identify and prioritise different employee wellness and work-life balance initiatives	107102L5	5	5
	Corporate Social Responsibility (CSR)	14. Solicit major stakeholders' support in corporate social responsibility (CSR) initiatives	107108L5	5	5

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

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

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

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

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

Qualification Title	Bachelor Degree / Professional Diploma / Advanced Diploma / Professional Certificate / Advanced Certificate in Human Resource Management
Qualification Level	QF Level 5
QF Credit (Ref Only)	130 (based on mapping of UoCs)
Qualification Entry Requirement	Academic / Professional Pathway: Have satisfied the minimum university entrance requirement or equivalent. OR QF Pathway: Completion of Level 4 QF-recognised qualifications in related disciplines.
Qualification Training Objective	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 4 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Workforce Planning and Strategy; Assessment, Selection and Employment Offer; Employer Branding and Reputation Management; Performance Management; Human Resource (HR) Policies and Procedures; Managing Employee Relations; Managing Industrial Relations; Employee Engagement; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Execute and monitor the organisation's strategic plan in the human resource context	• 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.	Organisational / Corporate Strategic Planning and Management	Implement the organisation's strategic plan in the human resource (HR) context *	106907L5
2. Engage major stakeholders for maximising the chances for success of change and minimising the risks that a single group of major stakeholders will dominate the human resource strategy development process	• 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.	Human Resource (HR) Strategy	Adopt appropriate strategies to obtain acceptance and support from major stakeholders in the human resource (HR) strategy development process *	106911L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
3. Employ appropriate interventions to articulate the organisation's vision, mission, core values and behavioural expectations	• 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.	Organisation's Vision, Mission, Values (VMV) and Culture	Promote the organisation's vision, mission, core values (VMV) and behavioural expectations *	106916L5
4. Develop core competencies of key job families for the organisation	• 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.	Organisation Development (OD)	Identify and translate competitive advantages of the organisation to core competencies *	106921L5
5. Use quantitative and qualitative assessment tools to identify competency gaps; and improve organisational performance by training and non-training related solutions	• 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.		Identify competency gaps and recommend solutions to improve organisational performance *	106922L5
6. Implement change readiness assessment for getting the organisation prepared to participate in the change journey	• 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.	Change Management	Identify major stakeholders and assess their change readiness *	106924L5
7. Manage different types of resistance in the change journey	• 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.		Facilitate change and deal with resistance to change *	106927L5
8. Work with human resource leadership to implement human resource strategies and provide practical advices or solutions to meet the organisation's and business unit's objectives	• 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.	Workforce Planning and Strategy	Validate effectiveness of workforce planning and strategy, and monitor expenditure against budget	106935L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
9. Facilitate and finalise agreements between qualified candidate and the organisation or business unit	• 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.	Assessment, Selection and Employment Offer	Implement the approval process of employment offer	106951L5
10. Work with line management to enhance employee job satisfaction or employee engagement	• 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.	Employer Branding and Reputation Management	Advocate the organisation's core values with positive employee experience	106958L5
11. Communicate with employees for obtaining their support and addressing their concerns related to the organisation's compensation scheme	• 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.	Design and Administration of Compensation Scheme	Articulate the adopted compensation scheme with stakeholders and manage their expectations *	106976L5
12. Manage regular performance review exercise for the organisation and discuss employees' career development paths with line management to set employee learning and development priorities; and implement key processes to support employee learning and development	• 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.	Performance Management	Identify performance gaps and development needs for individual career progression and organisation's human capital inventory	107019L5
13. Manage annual compensation and benefits exercises conducted in business unit	• 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).	Human Resource (HR) Policies and Procedures	Conduct cost analysis and set up budget of human resource (HR) operations	107020L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
14. Manage the organisation's Human Resource Information System to ensure all employee records are up-to-date and confidential	• 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.	Advancing Human Resource Management System (HRMS)	Identify improvement opportunities brought by new information technology and human resource (HR) solutions *	107049L5
15. Implement appropriate types of data analytics (e.g. descriptive, diagnostic, predictive or prescriptive analytics) to improve talent acquisition, employee engagement, retention, training and development, compensation, succession planning, performance management and others	• 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.	Human Resource (HR) Analytics	Deploy predictive analytics to reduce attrition and optimise employee performance *	107051L5
16. Ensure regular human resource compliance audit	• 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.	Regulatory Compliance	Obtain senior management's commitment to human resource (HR) compliance	107056L5
17. Indicate potential gaps or deficiencies in HR compliance and establish best practices to improve the organisation's regulatory compliance	• 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.		Examine fulfilment of all relevant compliance requirements on human resource (HR) policies, procedures and practices *	107055L4
18. Manage human resource crisis proactively	• 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.	Managing Employee Relations	Promote amicable working relationship in the workforce and resolve workplace conflicts effectively *	107064L5
19. Anticipate and resolve litigation risks	• 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).	Managing Industrial Relations	Develop policies and procedures to handle labour disputes, investigate employee grievance cases and resolve workplace conflicts	107073L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
20. Liaise with various departments and / or business units for effective implementation on human resource policies, procedures and practices	• 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.	Risk Management	Identify critical risks which affect business development continuity and people risk profile	107076L5
21. Promote an effective and open communication culture to develop a productive and collaborative workplace	• 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.	Employee Communication Strategy	Promote an effective and open communication culture	107088L5
22. Identify key drivers of employee engagement in terms of employee motivation, productivity and agility to embrace different kinds of business and organisational changes	• 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).	Employee Engagement	Identify key drivers of employee engagement	107094L5
23. Plan a variety of activities and programmes related to talent acquisition, onboarding, orientation, employee relations, corporate social responsibilities, etc.	• 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.		Develop and manage organisational and departmental action plans for employee engagement	107095L5
24. Develop policies and procedures to govern the organisation's practices in providing equal employment opportunities to all employees regardless of their race, age, gender, disability, marital status, etc.	• 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.	Diversity and Inclusion	Develop policies and procedures to promote equal opportunities and diversity	107097L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
25. Launch practical and accessible employee wellness and work-life balance initiatives to different groups and levels of employees	• 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)	Employee Wellness and Work-Life Balance	Identify and prioritise different employee wellness and work-life balance initiatives	107102L5
26. Solicit and mobilise available resources to plan and implement CSR initiatives	• 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.	Corporate Social Responsibility (CSR)	Solicit major stakeholders' support in corporate social responsibility (CSR) initiatives	107108L5

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

Learning Outcome Statement	Education Pathway: • Candidates who complete this qualification are able to proceed to qualification training at QF Level 6 in HRM Sector. • Candidates who had acquired other competency-based training at QF Level 5 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification. Employment Pathway: • The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role. • Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.

C. Critical Developmental and Learning Experience Associated for Career Progression

Critical or Desirable On-The-Job Learning	- Solid analytical skills; effective negotiation, influencing and communication skills - Ability to implement and manage all aspects of the human resource management function in line with current practices and trends - Familiarity with using mobile applications and platforms in workforce planning, employee engagement, etc. - Knowledge of employee retention programmes is an advantage - Proficiency in using applicant tracking systems, recruiting software and candidate databases when required - Opportunity to deepen business exposure and acumen

Relevant Learning Programmes in the Market			
There are many forms of learning programmes in the market that broaden or deepen specific knowledge and skills of the practitioners in this management position (e.g. talks, workshops, online courses, study tours, communities of practice, competitions). Below are some examples of the award-bearing programmes enlisted on Qualifications Register (QR) for reference:			
Title of Qualification	**Title of Learning Programme**	**QF Level**	**Name of Operator / Agency**
1. BA (Hons) Business and Human Resource Management	BA (Hons) Business and Human Resource Management	5	School for Higher and Professional Education, Vocational Training Council
2. Bachelor of Arts (Honours) in Global Liberal Arts	Bachelor of Arts (Honours) in Global Liberal Arts	5	Lingnan University
3. Bachelor of Arts in Business (Human Resource Management)	Bachelor of Arts (Honours) in Business (Human Resource Management)	5	School of Professional Education and Executive Development, The Hong Kong Polytechnic University
4. Bachelor of Business Administration (Honours)	Bachelor of Business Administration (Honours) - Human Resources Management Concentration	5	Hong Kong Baptist University
5. Bachelor of Business Administration (Honours) in Human Resource Management	Bachelor of Business Administration (Honours) in Human Resource Management	5	The Hang Seng University of Hong Kong
6. Bachelor of Business Administration (Honours) in Management	Bachelor of Business Administration (Honours) in Management	5	The Hong Kong Polytechnic University
7. Bachelor of Business Administration in Human Resource Management	Bachelor of Business Administration in Human Resource Management (Full-time)	5	The Open University of Hong Kong
8. Bachelor of Commerce (Honours) in Human Resources Management	Bachelor of Commerce (Honours) in Human Resources Management	5	Hong Kong Baptist University
9. Bachelor of Science (Honours) in Enterprise Information Systems	Bachelor of Science (Honours) in Enterprise Information Systems	5	The Hong Kong Polytechnic University
10. Professional Diploma in Human Resource Management and Development	Professional Diploma in Human Resource Management and Development	5	HKU School of Professional and Continuing Education

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

End

Vocational Qualification Specifications for Officer (Human Resource)

A. Job Description and Competency Requirements

Area of Specialty	Human Resource Generalist
Occupational / Job Role	Officer
Typical Job Title	Employers use job titles to categorise positions in different ways. The practitioners in this all-round human resource function often have job titles such as Officer (Human Resource), Executive (Human Resource), or Junior Business Partner (Human Resource).
Major Purposes and Duties of the Job	Liaise with business units and act as the main point of contact for employees' queries related to human resource. The practitioners in this position perform a broad spectrum of human resource services including recruitment, payroll administration, compensation and benefits, learning and development, employee relations. They assist management to formulate and implement human resource policies and procedures in compliance with regulatory requirements. Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section "B. Qualification Specifications and Mapping of Units of Competency (UoCs)" for details.
General Requirements	• Knowledge of Employment Ordinance and other related legislations in respective operating markets and jurisdictions • Strong analytical and mathematical abilities • Knowledge and hands-on experience in computers, information systems and social media • University degree in Human Resource Management or related disciplines • Relevant work experience in providing a broad spectrum of human resource services is an advantage

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

		Job Competency Requirements			
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Organisation's Vision, Mission, Values (VMV) and Culture	1. Organise and execute ongoing programmes that demonstrate the linkage between organisational culture and core values	106917L4	4	5
	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	2. Monitor data security throughout the organisation and maintain the system	107035L4	4	4
		3. Provide effective support on system maintenance in the human resource context	107038L4	4	4
	Regulatory Compliance	4. Examine employee understanding and obtain commitment to human resource (HR) compliance	107057L4	4	4
		5. Monitor non-compliance cases and provide support to relevant proceedings	107059L4	4	4
	Risk Management	6. Collect information of employment market trend and issues that affect employment	107075L4	4	4
		7. Execute necessary actions to mitigate or reduce people risks	107077L4	4	4
		8. Complete and communicate business continuity plan (BCP) to maintain smooth human resource (HR) related operation	107078L4	4	4
	Diversity and Inclusion	9. Communicate the policies and practices to maintain equal opportunities and diversity	107099L4	4	4
Functional	Workforce Planning and Strategy	1. Complete employee cost and recruitment budget for functional expenses	106932L4	4	4
		2. Compile valid job specifications and descriptions	106933L4	4	4
	Recruitment Channels and Methods	3. Complete recruitment content details and deploy the identified recruitment channels and methods	106943L4	4	4
	Employer Branding and Reputation Management	4. Organise appropriate events or produce communication tools to promote the organisation	106961L4	4	4
	Performance Management	5. Monitor the communication process of performance feedback to employees	107017L4	4	4
	Human Resource (HR) Policies and Procedures	6. Communicate human resource (HR) policies and procedures	107022L4	4	4
		7. Maintain human resource (HR) related workflows and processes	107023L4	4	4
	Human Resource (HR) Analytics	8. Provide accurate and ongoing update of human resource (HR) metrics to management	107052L4	4	4
		9. Measure and report human resource (HR) impact on business performance	107053L4	4	4
	Managing Employee Relations	10. Maintain effective employee communication within the organisation	107062L4	4	4
	Employee Communication Strategy	11. Search for smart and creative tools for employee communication	107091L4	4	4
	Employee Engagement	12. Measure employee engagement level	107093L4	4	4
	Employee Wellness and Work-Life Balance	13. Organise health education activities related to employee wellness	107104L4	4	4
	Corporate Social Responsibility (CSR)	14. Liaise with other organisations to execute corporate social responsibility (CSR) initiatives	107110L4	4	4

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

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

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

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

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

Qualification Title	Associate / Higher Diploma / Higher Certificate in Human Resource Management
Qualification Level	QF Level 4
QF Credit (Ref Only)	93 (based on mapping of UoCs)
Qualification Entry Requirement	Academic / Professional Pathway: Five HKDSE subjects at Level 2 or above, including English Language and Chinese Language, or equivalent. OR QF Pathway: Completion of Level 3 QF-recognised qualifications in related disciplines.
Qualification Training Objective	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 3 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Workforce Planning and Strategy; Recruitment Channels and Methods; Employer Branding and Reputation Management; Performance Management; Human Resource (HR) Analytics; Managing Employee Relations; Risk Management; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Demonstrate the linkage between organisational culture and core values via ongoing programmes	• 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.	Organisation's Vision, Mission, Values (VMV) and Culture	Organise and execute ongoing programmes that demonstrate the linkage between organisational culture and core values *	106917L4
2. Perform employee cost budgeting for business units and coordinate payroll administration, employee benefit programmes, leave records and overseas assignments where appropriate with human resource shared service centre	• 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.	Workforce Planning and Strategy	Complete employee cost and recruitment budget for functional expenses	106932L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
3. Execute job analysis and identify major duties, roles and responsibilities of the jobs required to meet business objectives	• Compilation of valid and up-to-date job specifications and descriptions which are aligned with current performance and future development needs of the business.		Compile valid job specifications and descriptions	106933L4
4. Prepare job descriptions and coordinate with internal and / or external stakeholders to place job advertisements on appropriate platforms	• Completion of recruitment contents in a clear and precise manner. • Execution of candidate search through the identified recruitment channels and methods.	Recruitment Channels and Methods	Complete recruitment content details and deploy the identified recruitment channels and methods	106943L4
5. Assist in employer branding in collaboration with relevant departments and business units where appropriate	• 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.	Employer Branding and Reputation Management	Organise appropriate events or produce communication tools to promote the organisation	106961L4
6. Assist in regular performance review exercise conducted in business units and the management of disciplinary and grievance issues	• 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.	Performance Management	Monitor the communication process of performance feedback to employees	107017L4
7. Execute standardised human resource policies, procedures and practices	• 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.	Human Resource (HR) Policies and Procedures	Communicate human resource (HR) policies and procedures	107022L4
8. Maintain and update headcount movements and organisational charts	• 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.		Maintain human resource (HR) related workflows and processes	107023L4
9. Execute routine monitoring processes and data security measures with relevant stakeholders to maintain the organisation's Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	• 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).	Establishing and Implementing Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	Monitor data security throughout the organisation and maintain the system *	107035L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
10. Provide effective support on system maintenance by detecting potential problems, minimising unplanned interruptions, achieving smooth system running, and contributing to enhancement of the organisation's Human Resource Management System (HRMS) / Human Resource Information System (HRIS)	• Monitoring of ongoing maintenance, continuous development and enhancement of the system. • Implementation of random checks for proper system maintenance.		Provide effective support on system maintenance in the human resource context *	107038L4
11. Use relevant data to demonstrate quality human resource service delivery	• 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.	Human Resource (HR) Analytics	Provide accurate and ongoing update of human resource (HR) metrics to management	107052L4
12. Perform data consolidation and analysis to compile talent analytic reports for management review	• 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.		Measure and report human resource (HR) impact on business performance	107053L4
13. Communicate with employees to maintain the organisation's business operations in compliance with all relevant employment related legislations and regulatory requirements	• 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.	Regulatory Compliance	Examine employee understanding and obtain commitment to human resource (HR) compliance *	107057L4
14. Monitor the risks caused by non-compliance and the subsequent consequences in accordance with the predefined compliance monitoring measures and plans	• Execution of predefined compliance monitoring measures and plans. • Provision of support to any proceedings initiated by employees, government departments and / or statutory bodies.		Monitor non-compliance cases and provide support to relevant proceedings *	107059L4
15. Provide support to promote and implement change programmes; and handle employees' queries related to human resource in a timely manner	• 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).	Managing Employee Relations	Maintain effective employee communication within the organisation	107062L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
16. Interpret data about the employment market trend and issues into meaningful information	• 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.	Risk Management	Collect information of employment market trend and issues that affect employment *	107075L4
17. Minimise risks associated with workforce for business continuity	• 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.		Execute necessary actions to mitigate or reduce people risks *	107077L4
18. Help the organisation get prepared to moderate risks and maintain business in case of unexpected disruption or emergency	• 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).		Complete and communicate business continuity plan (BCP) to maintain smooth human resource (HR) related operation *	107078L4
19. Make use of user-friendly communication tools to help different employee groups achieve timely communication and business results	• 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.	Employee Communication Strategy	Search for smart and creative tools for employee communication	107091L4
20. Conduct internal research pertaining to policies and mechanisms related to employee engagement measurement	• 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.	Employee Engagement	Measure employee engagement level	107093L4
21. Help the organisation develop a work environment where employees have equal opportunities and are treated with respect and dignity	• 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.	Diversity and Inclusion	Communicate the policies and practices to maintain equal opportunities and diversity *	107099L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
22. Provide effective support to promote and implement employee wellness and related health education for building an engaged and energised workforce	• 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.	Employee Wellness and Work-Life Balance	Organise health education activities related to employee wellness	107104L4
23. Execute CSR initiatives based on the organisation's long-term and short-term CSR plans	• 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.	Corporate Social Responsibility (CSR)	Liaise with other organisations to execute corporate social responsibility (CSR) initiatives	107110L4

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

Learning Outcome Statement	Education Pathway: • Candidates who complete this qualification are able to proceed to qualification training at QF Level 5 in HRM Sector. • Candidates who had acquired other competency-based training at QF Level 4 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification. Employment Pathway: • The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role. • Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.

C. Critical Developmental and Learning Experience Associated for Career Progression

Critical or Desirable On-The-Job Learning	• Experience in full-cycle recruitment process • Familiarity with using Human Resource Management software and systems • Ability to positively present the organisation to various stakeholders • Excellent communication and time management skills • Opportunity to learn about different aspects and functions of business

Relevant Learning Programmes in the Market			
There are many forms of learning programmes in the market that broaden or deepen specific knowledge and skills of the practitioners in this position (e.g. talks, workshops, online courses, study tours, communities of practice, competitions). Below are some examples of the award-bearing programmes enlisted on Qualifications Register (QR) for reference:			
Title of Qualification	**Title of Learning Programme**	**QF Level**	**Name of Operator / Agency**
1. Associate in Business (Human Resources Management)	Associate in Business (Human Resources Management)	4	Hong Kong Community College, The Hong Kong Polytechnic University
2. Associate of Applied Social Sciences in Human Resource Management and Development	Associate of Applied Social Sciences in Human Resource Management and Development	4	HKU School of Professional and Continuing Education
3. Associate of Business Administration in Human Resources Management	Associate of Business Administration in Human Resources Management	4	UOW College Hong Kong
4. Associate of Business Studies (Human Resource Management)	Associate of Business Studies (Human Resource Management) Programme	4	Lingnan Institute of Further Education
5. Advanced Diploma in Management Studies	Advanced Diploma in Management Studies	4	School of Continuing and Professional Education, City University of Hong Kong
6. Higher Diploma in Business Administration and Management	Higher Diploma in Business Administration and Management	4	Li Ka Shing Institute of Professional and Continuing Education, OUHK
7. Higher Diploma in Business and Human Resource Management	Higher Diploma Programme in Business and Human Resource Management	4	School of Continuing and Professional Studies, The Chinese University of Hong Kong
8. Higher Diploma in Human Resource Management	Higher Diploma in Human Resource Management	4	Hong Kong Institute of Vocational Education (IVE), Vocational Training Council
9. Professional Certificate in Training and Facilitation	Professional Certificate in Training and Facilitation	4	Hong Kong Baptist University, School of Continuing Education
10. Professional Certificate in Human Resources Management in Practice	Professional Certificate in Human Resources Management in Practice (SCS-based, 13 UoCs)	4	School of Continuing and Professional Education, City University of Hong Kong

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

End

Vocational Qualification Specifications for Associate (Human Resource)

A. Job Description and Competency Requirements

Area of Specialty	Human Resource Generalist
Occupational / Job Role	Associate
Typical Job Title	Employers use job titles to categorise positions in different ways. The practitioners in this all-round human resource function often have job titles such as Associate (Human Resource) or Assistant (Human Resource).
Major Purposes and Duties of the Job	Provide administrative support to management and supervisors to maintain effective human resource services. The practitioners in this position undertake a wide range of human resource tasks related to recruitment, payroll administration, compensation and benefits, learning and development, employee engagement, etc. Major job duties of this occupational / job role are described as task and learning outcomes to serve the objectives of Vocational Qualifications Pathway. Please go to section "B. Qualification Specifications and Mapping of Units of Competency (UoCs)" for details.
General Requirements	• Good command of both spoken and written English and Chinese • Good interpersonal and team working skills • Detail-minded, well organised and able to work independently • Knowledge and hands-on experience in computers, information systems and social media • Certificate, Diploma or Bachelor in Human Resource Management or related disciplines • Relevant human resource experience is an advantage

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

Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Job Competency Requirements					
Core	Human Resource (HR) Operations and Quality Service Delivery	1. Update human resource (HR) data on a regular basis with predefined protocol	107028L3	3	3
		2. Record and file change history	107030L2	2	2
	Maintenance, Enhancement, Compliance and Reliability	3. Carry out data protection, control and compliance on the release of personal data	107043L3	3	3
		4. Handle human resource (HR) data and file HR records	107044L2	2	2
	Regulatory Compliance	5. Possess updated knowledge of employment related ordinances	107054L3	3	6
	Employee Communication Strategy	6. Search for smart and creative tools for employee communication	107091L4	4	4
		7. Carry out employee communication activities	107089L3	3	3
Functional	Workforce Planning and Strategy	1. Confirm expenses details of employee cost and recruitment budget	106934L3	3	3
	Assessment, Selection and Employment Offer	2. Schedule interviews with applicants	106953L2	2	2
		3. Handle and file information of the unsuccessful applicants	106954L2	2	2
	Onboarding New Employees	4. Work with relevant departments to prepare necessary resources for new employees	106956L3	3	3
	Employee Learning and Development (L&D)	5. Make necessary arrangements for learning and development (L&D) programmes	107012L3	3	3
	Human Resource (HR) Policies and Procedures	6. Complete and update human resource (HR) policies related communication materials	107024L4	4	4
	Managing Employee Relations	7. Carry out the administrative and logistics arrangements for employee activities	107067L3	3	3
	Employee Wellness and Work-Life Balance	8. Carry out employee wellness and work-life balance initiatives	107105L3	3	3
	Corporate Social Responsibility (CSR)	9. Contact volunteer teams to promote and implement corporate social responsibility (CSR) initiatives	107109L3	3	3

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

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

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

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

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

Qualification Title	Diploma / Certificate in Human Resource Management
Qualification Level	QF Level 3
QF Credit (Ref Only)	49 (based on mapping of UoCs)
Qualification Entry Requirement	Academic / Professional Pathway: Completion of Secondary 6 (under the New Senior Secondary Academic Structure) or equivalent. OR QF Pathway: Completion of Level 2 QF-recognised qualifications in related disciplines.
Qualification Training Objective	The qualification training is designed for candidate(s) who has acquired academic or professional qualification required or Level 2 QF-recognised qualifications in Human Resource Management (HRM) Sector. Through this training, candidate(s) can acquire a firm grounding in the theory and practice of HRM for this occupational / job role including knowledge on Workforce Planning and Strategy; Assessment, Selection and Employment Offer; Onboarding New Employees; Employee Learning and Development (L&D); Human Resource (HR) Policies and Procedures; Human Resource (HR) Operations and Quality Service Delivery; Maintenance, Enhancement, Compliance and Reliability; Managing Employee Relations; Employee Engagement; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Work with management and supervisors to establish recruitment budget	• 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.	Workforce Planning and Strategy	Confirm expenses details of employee cost and recruitment budget	106934L3
2. Assist in recruitment process (e.g. schedule interviews)	• Implementation of scheduling interviews with the shortlisted candidates. • Implementation of accuracy check during data entry for data quality and consistency.	Assessment, Selection and Employment Offer	Schedule interviews with applicants	106953L2
3. Maintain timely and accurate candidate records	• Implementation of accuracy check during data entry for data quality and consistency.		Handle and file information of the unsuccessful applicants	106954L2

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	• Implementation of standard operating procedures to handle human resource (HR) data and file HR records.			
4. Implement effective onboarding plans	• Preparation of necessary resources for each new employee, in collaboration with the hiring manager and relevant departments.	Onboarding New Employees	Work with relevant departments to prepare necessary resources for new employees	106956L3
5. Schedule appropriate classroom and prepare the room setup (e.g. audio-visual equipment)	• Implementation of administrative and logistics arrangements (e.g. enrolment, venue set-up, equipment, payments) for smooth running of the organisation's L&D programmes.	Employee Learning and Development (L&D)	Make necessary arrangements for learning and development (L&D) programmes	107012L3
6. Provide support to implementation of human resource policies, procedures and practices in the organisation	• 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.	Human Resource (HR) Policies and Procedures	Complete and update human resource (HR) policies related communication materials	107024L4
7. Assist in organising regular performance review exercise; prepare all paperwork accurately for payroll processing; and administer compensation and benefits packages	• 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.	Human Resource (HR) Operations and Quality Service Delivery	Update human resource (HR) data on a regular basis with predefined protocol *	107028L3
8. Assist in development and update of human resource policies, procedures and practices	• 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.		Record and file change history *	107030L2
9. Provide support to employees and business units in various human resource related matters in compliance with regulatory requirements	• 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.	Maintenance, Enhancement, Compliance and Reliability	Carry out data protection, control and compliance on the release of personal data *	107043L3
10. Prepare and update employment records related to hiring, terminations, leaves, transfers, position changes, etc.	• 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.		Handle human resource (HR) data and file HR records *	107044L2
11. Comply with legislative requirements covering a comprehensive range of	• 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	Regulatory Compliance	Possess updated knowledge of employment related ordinances *	107054L3

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
employment protection and benefits for all employees	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.			
12. Implement relevant programmes to create an efficient and harmonious workplace (e.g. wellness programmes)	• 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.	Managing Employee Relations	Carry out the administrative and logistics arrangements for employee activities	107067L3
13. Implement appropriate kinds of employee communication activities to make effective information flow and maintain high employee engagement level in the organisation	• 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.	Employee Communication Strategy	Carry out employee communication activities *	107089L3
14. Identify user-friendly communication tools that help different employee groups achieve timely communication and business results	• 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.		Search for smart and creative tools for employee communication *	107091L4
15. Implement employee wellness and work-life balance initiatives to help employees achieve a healthy work-life balance	• 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.	Employee Wellness and Work-Life Balance	Carry out employee wellness and work-life balance initiatives	107105L3
16. Communicate with internal volunteer teams to implement CSR initiatives with available resources	• 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.	Corporate Social Responsibility (CSR)	Contact volunteer teams to promote and implement corporate social responsibility (CSR) initiatives	107109L3

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

Learning Outcome Statement	Education Pathway:
	• Candidates who complete this qualification are able to proceed to qualification training at QF Level 4 in HRM Sector.
	• Candidates who had acquired other competency-based training at QF Level 3 might have already acquired partially of the required competencies for this qualification. If this is the case, they may be exempted from this part of competency-based training in this qualification.
	Employment Pathway:
	• The training requirements for this qualification focus on the required skills and knowledge for this occupational / job role.
	• Learners who complete this qualification have acquired the competencies to carry out the job duties of this occupational / job role.

C. Critical Developmental and Learning Experience Associated for Career Progression

Critical or Desirable On-The-Job Learning	• Knowledge of Employment Ordinance and other related legislations in respective operating markets and jurisdictions • Has solid grasp of human resource management • Ability to think ahead, anticipate potential issues and escalate as necessary • Ability to build good working relationships at all levels as well as manage conflicting deadlines and priorities • Opportunity to learn about some aspects and functions of business

Relevant Learning Programmes in the Market

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

Title of Qualification	Title of Learning Programme	QF Level	Name of Operator / Agency
1. Advanced Diploma in Business (Human Resources Management)	Advanced Diploma in Business (Human Resources Management)	4	Hong Kong Baptist University, School of Continuing Education
2. Advanced Diploma in Management Studies	Advanced Diploma in Management Studies	4	School of Continuing and Professional Education, City University of Hong Kong
3. Diploma in Human Resource Management	Diploma Programme in Human Resource Management	3	School of Continuing and Professional Studies, The Chinese University of Hong Kong
4. Professional Certificate in Human Resources Management	Professional Certificate in Human Resources Management	4	Hong Kong Baptist University, School of Continuing Education
5. Professional Certificate in Human Resources Management in Practice	Professional Certificate in Human Resources Management in Practice (SCS-based, 13 UoCs)	4	School of Continuing and Professional Education, City University of Hong Kong
6. Certificate for Module in Compensation Management	Certificate for Module in Compensation Management (SCS-based, 4 UoCs)	4	School of Continuing and Professional Education, City University of Hong Kong
7. Certificate for Module in Employee Relations and Engagement	Certificate for Module in Employee Relations and Engagement (SCS-based, 5 UoCs)	4	School of Continuing and Professional Education, City University of Hong Kong
8. Certificate for Module in Workforce Planning and Resourcing	Certificate for Module in Workforce Planning and Resourcing (SCS-based, 4 UoCs)	4	School of Continuing and Professional Education, City University of Hong Kong
9. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	School of Continuing and Professional Education, City University of Hong Kong (ERB)
10. Foundation Certificate in Human Resources Assistant Training	Foundation Certificate in Human Resources Assistant Training	2	Vocational Training Council (ERB)

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

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