Vocational Qualification Specifications for Director (Workforce Planning and Resourcing)

A. Job Description and Competency Requirements

Area of Specialty	Workforce Planning and Resourcing With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include: • Understand the current and future labour market including current talent levels, future skills demand and potential attrition • Develop resourcing plan that maximise the benefits of organisational talents, align with employer brand and contain organisational cost • Design and implement recruitment strategy through selection of appropriate recruitment channels to get access to a diverse workforce with the required skill sets • Shape organisational understanding of relevant areas of employment laws, regulations and policy that affect resourcing, recruitment and selection • Lead and monitor the selection and assessment processes to ensure fair treatment, equality and diversity
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 (Workforce Planning and Resourcing), Head (Strategic Workforce Planning), Director (Workforce Planning), or Director (Talent Acquisition).
Major Purposes and Duties of the Job	Position the organisation's workforce to best deliver the business outcomes and manage workforce related risks. The practitioners in this position lead and undertake workforce planning and resourcing strategy in order to ensure the organisation employs the right number of employees who possess the right skills. They use big data to formulate short-term and long-term workforce strategy; design, implement and manage processes and programmes to support the future growth and success of the organisation at right time, right locations, right shape and right cost. 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 • Digital savvy • University degree in Human Resource Management, Business Management, or related disciplines • Relevant work experience related to workforce planning, analytics, workforce forecasting and / or financial budgets; 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):

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	Organisation Development (OD)	1. Identify and translate competitive advantages of the organisation to core competencies	106921L5	5	5
	Workforce Planning and Strategy	2. Design resourcing strategy and plan	106930L6	6	6
	Recruitment Policy and Procedures	3. Develop recruitment policies and procedures	106936L5	5	5
		4. Develop recruitment process	106937L5	5	5
		5. Develop policies to facilitate internal employee mobility	106938L5	5	5
		6. Validate effectiveness of recruitment policies and procedures	106939L5	5	5
	Employer Branding and Reputation Management	7. Advocate the organisation's core values with positive employee experience	106958L5	5	5
		8. Design policies, channels and activities to facilitate internal and external communications	106960L6	6	6
	Succession Planning	9. Determine key roles for succession planning and the required competencies	106997L6	6	6
	Performance Management	10. Design performance management policies, procedures and system	107015L6	6	6
	Human Resource (HR) Policies and Procedures	11. Conduct cost analysis and set up budget of human resource (HR) operations	107020L5	5	5
	Human Resource (HR) Operations and Quality Service Delivery	12. Develop required human resource (HR) capabilities, validate effectiveness and efficiency of HR operations and service delivery	107026L5	5	5
	Human Resource (HR) Analytics	13. Deploy predictive analytics to reduce attrition and optimise employee performance	107051L5	5	5

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

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

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

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

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

Qualification Title	Master Degree / Postgraduate Diploma / Postgraduate Certificate in Workforce Planning and Resourcing / Recruitment / Talent Acquisition
Qualification Level	QF Level 6
QF Credit (Ref Only)	166 (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; Employer Branding and Reputation Management; Human Resource (HR) Policies and Procedures; 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. 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. Develop competency modeling in line with the organisation's requirements including core competencies and functional competencies for each job role	• 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.		Identify and translate competitive advantages of the organisation to core competencies	106921L5
13. 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
14. Build trust and make alignment of all change initiatives with major stakeholders to identify improvement opportunities; and maintain the organisation in	• 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.		Evaluate effectiveness of change initiatives *	106928L6

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
alignment with its culture and core values	• Engagement with major stakeholders in the evaluation of change initiatives.			
15. Lead the development of strategic workforce planning and resourcing in collaboration with key functions (e.g. Talent Management, Finance and Accounting) that incorporate future requirements and succession planning needs	• Establishment and implementation of a mechanism for long-term workforce forecasting as an integral part of the organisation's workforce planning process. • Establishment and implementation of local and / or global HR resourcing strategies and plans to support the organisational strategies and meet the departments' practical needs (e.g. providing training to employees to take on new roles, employing external resources to complete some tasks). • Engagement with major stakeholders in the workforce planning process for multiple sources of input and ownership of the HR resourcing strategies and plans.	Workforce Planning and Strategy	Design resourcing strategy and plan	106930L6
16. Develop recruitment policies and procedures based on the organisation's strategic direction to fill vacant positions in an effective manner; and facilitate the workforce planning and resourcing process based on business plan	• 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
17. Champion continuous improvement in talent sourcing and selection process (e.g. use of best practices and technology)	• Establishment and implementation of approval matrix and mechanism as an integral part of the recruitment process. • Establishment and implementation of standard recruitment procedures, workflows and document templates for respective operating markets and jurisdictions to increase efficiency and maintain consistency with equal opportunity and diversity principles.		Develop recruitment process	106937L5
18. Play a key role in manpower planning and staff budgeting by submitting staffing projections for current and upcoming years	• Establishment of internal recruitment / transfer policies in compliance with employment related ordinances and statutory regulations. • Establishment of procedures, workflows and document templates for respective operating markets and jurisdictions to facilitate internal employee mobility.		Develop policies to facilitate internal employee mobility	106938L5
19. Conduct workforce gap analysis and assessments to identify gap reduction strategies including an evaluation of operational effectiveness, systems, policies and standards; identification of defects, gaps, and areas of risk; documentation of workforce trends	• Identification of appropriate tools to evaluate user experience in the organisation's recruitment policies and procedures. • Execution of periodic review on the recruitment policies and procedures.		Validate effectiveness of recruitment policies and procedures	106939L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
20. Provide strategic advice to decision makers (e.g. providing positive candidate experience, deciding when a job becoming obsolete, reassigning employees to different job roles)	• 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
21. Provide direction to develop multi-faceted talent acquisition advertising and branding strategies in order to source and acquire talent to meet the organisational needs	• 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.		Develop employee value proposition and design employer branding strategy *	106959L6
22. Develop retention policies to maintain capable workforce and healthy organisational structure	• Establishment of policies, channels and activities to facilitate internal and external communications with reference to the organisation's employee value proposition and employer branding strategy. • Establishment of appropriate communication platforms to promote corporate image, people practices and positive employee experience. • Identification of appropriate analytics for employer branding communication.		Design policies, channels and activities to facilitate internal and external communications	106960L6
23. Use appropriate strategy and approach to identify successors and required competencies for major positions in the organisation	• 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
24. 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
25. Review forecast for accuracy and make proactive changes to minimise variances	• 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
26. Validate effectiveness and efficiency of HR operations and service delivery	• Identification of key HR competencies to deliver HR strategy and operational plan. • Execution of review of HR operations and service delivery in accordance with the predefined review process and evaluation mechanisms on a regular basis. • Establishment and implementation of HR improvement plans to fill the competency gaps identified. • Establishment of documentation system to capture, manage, store, preserve, deliver and dispose HR data and records.	Human Resource (HR) Operations and Quality Service Delivery	Develop required human resource (HR) capabilities, validate effectiveness and efficiency of HR operations and service delivery	107026L5
27. Identify the key drivers of performance and productivity with the involvement of major stakeholders; and build correlation among human resource initiatives and business results	• 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
28. Utilise scenario and appropriate types of data analytics (e.g. descriptive, diagnostic, predictive or prescriptive analytics) to demonstrate impact of workforce actions, respective cost impact and contribute to informed decisions which impact future structures and workforce composition	• 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.		Deploy predictive analytics to reduce attrition and optimise employee performance	107051L5
29. 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 shape workforce planning and candidate sourcing tools and methods • Ability to operate in high level of accuracy under a time-sensitive and fast-paced environment • Familiarity with using talent related data in managing recruitment, retention and more is an advantage • Familiarity with integrating technology into workforce planning is an advantage • Familiarity with use of remote work capabilities and flexible employment modes is an advantage • Previous line management, general human resource or workforce planning and resourcing experience in related business / industry / sector 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

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 (Workforce Planning and Resourcing)

A. Job Description and Competency Requirements

Area of Specialty	Workforce Planning and Resourcing With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include: • Understand the current and future labour market including current talent levels, future skills demand and potential attrition • Develop resourcing plan that maximise the benefits of organisational talents, align with employer brand and contain organisational cost • Design and implement recruitment strategy through selection of appropriate recruitment channels to get access to a diverse workforce with the required skill sets • Shape organisational understanding of relevant areas of employment laws, regulations and policy that affect resourcing, recruitment and selection • Lead and monitor the selection and assessment processes to ensure fair treatment, equality and diversity
Occupational / Job Role	Manager
Typical Job Title	Employers use job titles to categorise positions in different ways. The practitioners in this management position often have job titles such as Manager (Workforce Planning and Resourcing), Manager (Recruitment), or Manager (Talent Acquisition).
Major Purposes and Duties of the Job	Align the organisation's workforce with its business plans. The practitioners in this position develop short-term and long-term recruitment plans to attract, screen, match and recruit candidates to appropriate positions. They maintain balance staffing levels to meet operation targets and control employee costs while delivering high quality of services and / or products. 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 • Excellent written and oral communication skills • University degree in Human Resource Management, Business Management, or related disciplines • Relevant work experience related to workforce planning and resourcing; 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):

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. Analyse current resource level and anticipate future skills demand and potential attrition	106929L5	5	5
		2. Validate headcount levels and skills requirements	106931L5	5	5
		3. Validate effectiveness of workforce planning and strategy, and monitor expenditure against budget	106935L5	5	5
	Recruitment Channels and Methods	4. Assess potential recruitment agencies / vendors	106941L5	5	5
		5. Negotiate service terms and conditions with recruitment agencies / vendors and conduct regular review on their performance	106942L5	5	6
		6. Validate effectiveness of the existing recruitment channels and methods	106944L5	5	5
	Assessment, Selection and Employment Offer	7. Provide training and support to the hiring manager on hiring and selection process	106946L5	5	6
		8. Devise and implement interview process of senior positions	106948L5	5	6
		9. Source and apply appropriate assessment tools	106950L5	5	5
		10. Implement the approval process of employment offer	106951L5	5	5
	Onboarding New Employees	11. Develop onboarding process and procedures	106955L5	5	5
	Employer Branding and Reputation Management	12. Manage the recruitment process to deliver positive candidate experience	106962L5	5	5
	Human Resource (HR) Policies and Procedures	13. Conduct cost analysis and set up budget of human resource (HR) operations	107020L5	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 Workforce Planning and Resourcing / Recruitment / Talent Acquisition
Qualification Level	QF Level 5
QF Credit (Ref Only)	128 (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. Partner with business stakeholders to get a clear view on its strategic and financial objectives as well as recruitment needs; set up workforce planning scenarios to identify competency requirements, critical skill gaps, talent gaps, etc.	• Execution of analysis on current resource level. • Identification of future workforce requirements and potential attrition. • Engagement with major stakeholders in the process of analysing current resource level and future HR needs.	Workforce Planning and Strategy	Analyse current resource level and anticipate future skills demand and potential attrition	106929L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
9. Develop short-term and long-term recruitment plans to address the organisational needs, forecast staffing needs, map out job role criteria, define position description and document specification; develop and update workload and manpower requirements models for each work type across the operation based on forecast vs. actual analysis	• Execution of headcount trend analysis. • Provision of accurate headcount report for workforce forecasting. • Engagement with key stakeholders in headcount trend analysis.		Validate headcount levels and skills requirements	106931L5
10. Evaluate staffing levels across functions to achieve an optimal balance of efficiency, service and expense; and implement contingency staffing model	• 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.		Validate effectiveness of workforce planning and strategy, and monitor expenditure against budget	106935L5
11. Broaden recruitment channels and methods to attract and source underutilised talent pool, increase quality of hire, and improve recruitment effectiveness	• Establishment of criteria and mechanism for assessing potential recruitment agencies / vendors. • Implementation of assessment against specific criteria for identifying appropriate recruitment agencies / vendors in accordance with predefined criteria.	Recruitment Channels and Methods	Assess potential recruitment agencies / vendors	106941L5
12. Employ appropriate recruitment channels and methods (e.g. mobile applications and platforms in addition to conventional channels and methods) to attract, screen, match and recruit candidates for different job roles	• Establishment of terms and conditions of the service contract against market benchmark for cost-effectiveness. • Establishment of key performance indicators for evaluating the performance of recruitment agencies / vendors. • Implementation of negotiation with recruitment agencies / vendors if necessary. • Implementation of regular review on the performance of recruitment agencies / vendors in accordance with predefined key performance indicators.		Negotiate service terms and conditions with recruitment agencies / vendors and conduct regular review on their performance	106942L5
13. Track and trace every stage of the recruitment process allowing for real-time reporting and detailed insights for prompt decision making or future audits of recruitment activities	• Establishment of key metrics and mechanism to evaluate the effectiveness of existing recruitment channels and methods. • Execution of periodic review on the effectiveness of existing recruitment channels and methods.		Validate effectiveness of the existing recruitment channels and methods	106944L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
14. Provide support and training to employees to ensure understanding of workforce optimisation and implementation of the strategic workforce planning	• Production of job advertisement based on the updated job specification and description. • Establishment of selection criteria for the job opening with the hiring manager. • Provision of supporting to hiring managers on the key skills (e.g. interviewing skills). • Establishment of procedures in hiring and selection process.	Assessment, Selection and Employment Offer	Provide training and support to the hiring manager on hiring and selection process	106946L5
15. Plan and coordinate interviews and selection procedures; and provide detailed profiles of shortlisted candidates to the organisation and / or hiring managers for selection interviews	• Establishment of interview questions relating to the basic requirements of the job and in compliance with employment related ordinances. • Implementation of interview process for selecting the most qualified candidate for the job.		Devise and implement interview process of senior positions	106948L5
16. Identify prospective candidates using a variety of channels; and assess candidates to make certain of qualification match, cultural fit and compatibility	• Establishment of criteria and mechanism for selecting appropriate assessment tools for different levels of positions. • Implementation of assessment based on predefined criteria and mechanism for identifying and selecting appropriate assessment tools. • Application of adopted assessment tools for making an employee selection decision.		Source and apply appropriate assessment tools	106950L5
17. 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.		Implement the approval process of employment offer	106951L5
18. Develop process and procedures to provide a positive onboarding experience to new employees	• Establishment of onboarding process, procedures and tools (e.g. checklist and document templates) for respective operating markets and jurisdictions to achieve an effective and efficient onboarding experience. • Engagement with new employees for provision of assistance in their preparation for the jobs.	Onboarding New Employees	Develop onboarding process and procedures	106955L5
19. Manage a variety of online and offline recruitment channels for provision of positive candidate experience throughout the recruitment process	• Establishment of recruitment guidelines and measurement standards to create consistent and positive candidate experience throughout the recruitment process. • Engagement with all employees for provision of positive candidate experience. • Execution of assessment of candidate experience throughout the recruitment process (e.g. well-prepared for interviews, provision of important job information to candidates during interviews and timely	Employer Branding and Reputation Management	Manage the recruitment process to deliver positive candidate experience	106962L5

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	follow-up after interviews) in accordance with the predefined measurement standards.			
20. 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
21. Assist in seizing new business opportunities by estimating operational scale required to manage new initiatives and developing an operational staffing plan and budget	• 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
22. Make proper use of technology to support the recruitment process from the first interview to onboarding the successful candidate	• 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
23. 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
24. 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.	Regulatory Compliance	Examine fulfilment of all relevant compliance requirements on human resource (HR) policies, procedures and practices *	107055L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
25. Enable line management to manage employee relations and workplace conflicts in an effective manner	• 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

* 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	• Familiarity with workforce planning and candidate sourcing tools and methods • Familiarity with using mobile applications and platforms in recruitment, employee engagement, etc. • Solid analytical skills; effective negotiation, influencing and communication skills • Knowledge of hands-on experience in employee engagement and 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 (Workforce Planning and Resourcing)

A. Job Description and Competency Requirements

Area of Specialty	Workforce Planning and Resourcing With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include: • Understand the current and future labour market including current talent levels, future skills demand and potential attrition • Develop resourcing plan that maximise the benefits of organisational talents, align with employer brand and contain organisational cost • Design and implement recruitment strategy through selection of appropriate recruitment channels to get access to a diverse workforce with the required skill sets • Shape organisational understanding of relevant areas of employment laws, regulations and policy that affect resourcing, recruitment and selection • Lead and monitor the selection and assessment processes to ensure fair treatment, equality and diversity
Occupational / Job Role	Officer
Typical Job Title	Employers use job titles to categorise positions in different ways. The practitioners in this position often have job titles such as Officer (Workforce Planning and Resourcing), Officer (Recruitment), or Officer (Talent Acquisition).
Major Purposes and Duties of the Job	Assist in workforce planning and coordinate recruitment process from sourcing to onboarding under the management's direction. The practitioners in this position collect organisational data to generate reports on work volume and projected staffing needs. The data is used to improve business operations including how to optimise work schedules, identify critical positions, and reassign employees. In the recruitment process, they liaise with different types of stakeholders in order to fill the vacant positions within the organisation in an effective manner. 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 • Relevant work experience in workforce management, including workload forecasting, scheduling and reporting functions • University degree in Human Resource Management or related disciplines

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	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. Search for recruitment channels suitable for the specific operating markets	106940L4	4	4
		4. Complete recruitment content details and deploy the identified recruitment channels and methods	106943L4	4	4
		5. Monitor recruitment budget	106945L4	4	4
	Assessment, Selection and Employee Offer	6. Assess candidate's background and experience against job requirements through initial screening	106947L4	4	4
		7. Interview candidates for junior positions	106949L4	4	5
		8. Execute the process of making an employment offer	106952L4	4	4
	Onboarding New Employees	9. Organise and execute induction and orientation programme	106957L4	4	5
	Employer Branding and Reputation Management	10. Organise appropriate events or produce communication tools to promote the organisation	106961L4	4	4
	Maintenance, Enhancement, Compliance and Reliability	11. Execute regular data quality assurance for data accuracy	107040L4	4	4
	Human Resource (HR) Analytics	12. Provide accurate and ongoing update of human resource (HR) metrics to management	107052L4	4	4
	Employee Communication Strategy	13. Search for smart and creative tools for employee communication	107091L4	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 Workforce Planning and Resourcing / Recruitment / Talent Acquisition
Qualification Level	QF Level 4
QF Credit (Ref Only)	91 (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; Assessment, Selection and Employment Offer; Employer Branding and Reputation Management; Onboarding New Employees; Human Resource (HR) Analytics; 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. Propose an operational staffing plan and budget	• 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
3. Liaise with hiring managers to forecast staffing needs	• 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

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
4. Coordinate with business stakeholders to identify opportunities for human resource service improvements and cost efficiency; reach out to potential candidates and build relationships for future job opportunities (e.g. via career events, social media)	• Identification of appropriate recruitment channels which are suitable for the specific operating markets in terms of the quality of hire and cost-effectiveness. • Engagement with different stakeholders for developing recruitment networks and channels.	Recruitment Channels and Methods	Search for recruitment channels suitable for the specific operating markets	106940L4
5. Advertise open job roles on appropriate channels (e.g. professional social networks, careers page of the organisation)	• Completion of recruitment contents in a clear and precise manner. • Execution of candidate search through the identified recruitment channels and methods.		Complete recruitment content details and deploy the identified recruitment channels and methods	106943L4
6. Track and trace all recruitment expenses; and manage budget variance with departmental corrective action plans	• Establishment of recruitment expenses report for monitoring the recruitment budget. • Monitoring of departmental corrective action plans with relevant parties (e.g. finance department, department heads) to maintain workforce expenses within approved budget.		Monitor recruitment budget	106945L4
7. Conduct pre-interview screening based on selection criteria and perform reference checks	• Execution of initial screening for identifying shortlisted candidates for interviews. • Production of a list of potential candidates after initial screening.	Assessment, Selection and Employment Offer	Assess candidate's background and experience against job requirements through initial screening	106947L4
8. Conduct selection interviews via phone, video and / or in-person; match the most suitable candidates to different positions; and schedule only the most qualified employees for the jobs according to the organisational policies and practices	• Establishment of appropriate interview format and criteria for recruiting junior positions. • Implementation of interview process for selecting the most qualified candidate for the job.		Interview candidates for junior positions	106949L4
9. Verify terms of employment and send job offer letters; act as the organisational expert for immigration related issues and manage application for work permit when necessary	• Implementation of the process of making local or international employment offer to the successful candidate. • Implementation of negotiation with successful candidate if necessary. • Preparation of local or international employment contract for every successful candidate that includes specific employment terms and conditions.		Execute the process of making an employment offer	106952L4
10. Implement effective onboarding plans	• Establishment and provision of appropriate induction and orientation programmes for different levels of employees (e.g. organising a tailor-	Onboarding New Employees	Organise and execute induction and orientation programme	106957L4

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
	made induction and orientation programme for senior management) in a timely manner.			
11. Organise and attend recruitment events to promote the organisation's employer brand (e.g. hosting or participating in job fairs)	• 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
12. 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
13. 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
14. Manage candidates' database according to the organisation's policies and legal requirements	• Implementation of standard operating procedures and schedule for data review and audit. • Implementation of data review and audit in accordance with standard operating procedures and schedule.	Maintenance, Enhancement, Compliance and Reliability	Execute regular data quality assurance for data accuracy	107040L4
15. Use appropriate tracking tools for staffing shrinkage patterns (e.g. vacation, training); leverage the use of data and analytics to support workforce planning initiatives (e.g. improving business operations) and generate regular operation performance reports for management review (e.g. full time equivalent forecast)	• 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

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
16. 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
17. 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
18. 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
19. 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
20. 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
21. 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

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
22. 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

* 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 life cycle recruiting process using various interview techniques and evaluation methods • Familiarity with workforce planning, management and scheduling tools and methods is an advantage • Ability to solve business problems independently • Proficiency in using applicant tracking systems, recruiting software and candidate databases when required • Opportunity to learn more about a variety of 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 Human Resources Management	Professional Certificate in Human Resources Management	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 (Workforce Planning and Resourcing)

A. Job Description and Competency Requirements

Area of Specialty	Workforce Planning and Resourcing With reference to the Specification of Competency Standards (SCS) of the HRM Sector in Hong Kong (First Edition), the key activities in this function include: • Understand the current and future labour market including current talent levels, future skills demand and potential attrition • Develop resourcing plan that maximise the benefits of organisational talents, align with employer brand and contain organisational cost • Design and implement recruitment strategy through selection of appropriate recruitment channels to get access to a diverse workforce with the required skill sets • Shape organisational understanding of relevant areas of employment laws, regulations and policy that affect resourcing, recruitment and selection • Lead and monitor the selection and assessment processes to ensure fair treatment, equality and diversity
Occupational / Job Role	Associate
Typical Job Title	Employers use job titles to categorise positions in different ways. The practitioners in this position often have job titles such as Associate (Workforce Planning and Resourcing), Assistant (Recruitment), or Coordinator (Talent Acquisition).
Major Purposes and Duties of the Job	Provide administrative support to management and supervisors to maintain effective workforce planning and resourcing. The practitioners in this position support all workforce planning and resourcing activities from workforce forecasting, recruiting to onboarding. In doing so, they schedule calls and interviews, maintain candidate database, and handle documentation. 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):

		Job Competency Requirements			
Type	UoC Category	UoC Title	UoC Code	QF Level	QF Credit (Ref Only)
Core	Human Resource (HR) Operations and Quality Service Delivery	1. Update human resource (HR) data on a regular basis with predefined protocol	107028L3	3	3
		2. Record and file change history	107030L2	2	2
	Maintenance, Enhancement, Compliance and Reliability	3. Carry out data protection, control and compliance on the release of personal data	107043L3	3	3
		4. Handle human resource (HR) data and file HR records	107044L2	2	2
	Regulatory Compliance	5. Possess updated knowledge of employment related ordinances	107054L3	3	6
	Employee Communication Strategy	6. Search for smart and creative tools for employee communication	107091L4	4	4
		7. Carry out employee communication activities	107089L3	3	3
Functional	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

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 Workforce Planning and Resourcing / Recruitment / Talent Acquisition
Qualification Level	QF Level 3
QF Credit (Ref Only)	33 (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; Human Resource (HR) Operations and Quality Service Delivery; Maintenance, Enhancement, Compliance and Reliability; and so on.

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
1. Maintain and update key systems with business critical data to support the management of headcount budgets and forecasts on a regular basis	• 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. Coordinate all workforce planning and resourcing activities of the organisation (e.g. scheduling 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. Identify and report potential issues that may adversely impact on service delivery of talent acquisition, where necessary	• 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. Provide onboarding supports for new employees	• 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. Work with supervisor to pilot initiatives as required to review and analyse current service standards	• 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
6. Maintain the organisation's recruitment documentation	• 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
7. Perform regular data integrity checks or data cleansing in the organisation's Workforce Planning System and candidate database to deliver sustainable and high quality information	• 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
8. Produce regular and standardised reports to provide insight and trends for management review	• 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
9. Comply with legislative requirements covering a comprehensive range of employment protection and benefits for all employees	• Identification of channels in respective operating markets and jurisdictions with relevant information sources (e.g. business leaders, external consultants specialised in human resource (HR) compliance, HR professional bodies, government departments and regulatory bodies) in order to possess updated knowledge of employment related ordinances and statutory regulations. • Provision of assistance in identifying the impact of changes in employment related ordinances and statutory regulations on the organisation.	Regulatory Compliance	Possess updated knowledge of employment related ordinances *	107054L3

Learning Outcome	Assessment Criteria	UoC Category	UoC Title	UoC Code
10. 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
11. 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

* 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 the Workforce Planning and Resourcing processes - 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

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