

Specification of Competency Standards for Human Resource Management

Unit of Competency

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

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Assessment Criteria	The integrated outcome requirements of this UoC are: <ul style="list-style-type: none">• Establishment of HR strategies to support the organisation's strategic decision-making and due diligence processes, procedures and activities.• Engagement with major stakeholders for multiple sources of input and ownership through consultation process.• Establishment of strategic HR solutions to support and influence the organisation's strategic decision-making.
Remark	