

Specification of Competency Standards for Human Resource Management

Unit of Competency

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