

Specification of Competency Standards for Human Resource Management

Unit of Competency

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