

Specification of Competency Standards for Human Resource Management

Unit of Competency

Title	Design and review structure, processes and responsibilities of human resource (HR) operations and services
Code	107025L6
Range	Designing and reviewing structure, processes and responsibilities to govern delivery of effective HR operations and quality services, taking into account of best practices in corporate governance and business ethics. This applies to the development of structure and service scope of HR department, as well as the review of all aspects of structure, processes and responsibilities of HR operations and services.
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 the latest models of HR service delivery (e.g. creation of HR model comprising strategic HR, functional HR and operational HR) in the market • Understand the potential impact of emerging technologies (e.g. cloud technology) on the design and implementation of HR operating models • Understand key elements of an organisational structure (e.g. geographic spread, number of employees and distribution of authority) when designing, developing and reviewing structure and responsibilities of HR operations and services • Understand the best practices of corporate governance and their associated business ethics and employees' work behaviour 2. Applications and Processes <ul style="list-style-type: none"> • Translate the organisation's strategy into an effective and actionable HR strategy and operational plan • Involve senior management in the development or review process to align HR operations and services with the organisation's business (e.g. shared services model for a diversified business) • Design structure and define accountabilities and responsibilities for each HR function in the HR model (e.g. by creating a responsibility grid and / or HR organisation chart), with due consideration of best practices of corporate governance and business ethics • Design workflows to maximise effectiveness of HR operations and services • Design quality checking mechanism and internal audit procedures, including a clear timeline and frequency of review of HR operations and services • Devise employee code of ethics to govern decision-making • Devise employee code of conduct to outline the expected work behaviour • Design vendor governance strategy with well-written policies and procedures for managing vendor life cycle 3. Professional Behaviour and Attitude <ul style="list-style-type: none"> • Apply best practices of HR operating models and service delivery which are appropriate to the organisation to drive service quality • Collect stakeholders' feedback and identify areas for improvement accordingly

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Assessment Criteria	The integrated outcome requirements of this UoC are: <ul style="list-style-type: none">• Establishment of structure that supports business direction and strategies; and illustrates accountabilities and responsibilities of each HR function in the adopted HR model.• Establishment of quality checking mechanism and internal audit procedures for review of HR operations and services.• Execution of review of structure and responsibilities of HR operations and services.• Establishment of vendor governance strategy, policies and procedures for managing vendors.• Establishment of employee code of ethics and employee code of conduct for providing direction to employees to establish professional and ethical behaviour in the workplace.
Remark	