

Specification of Competency Standards
for the Jewellery Industry
Unit of Competency

Functional Area - Operational Management

Title	Formulate human resources management strategies
Code	108859L5
Range	This unit of competency is applicable to senior management personnel responsible for duties related to operational management in the jewellery industry. Practitioners should be capable of mastering the knowledge of human resources management and formulating human resources management strategies by analyzing and assessing the human resources market and the information on the organization's internal demand.
Level	5
Credit	9
Competency	<p>Performance Requirements</p> <p>1. Know about human resources management</p> <ul style="list-style-type: none"> • Understand the planning of human resources, including: <ul style="list-style-type: none"> ○ Develop an information system on human resources to meet the organization's objectives ○ Recruit and select staff ○ Conduct recruitment interviews • Understand payment policy management, including: <ul style="list-style-type: none"> ○ Payment policy ○ Performance assessment method ○ Relevant labour ordinances • Understand staff performance assessment methods and staff training, such as: <ul style="list-style-type: none"> ○ Formal and informal assessment methods ○ Formal and informal training methods • Understand staff relations, including: <ul style="list-style-type: none"> ○ The mechanism of settling internal conflicts ○ Complaints of dissatisfaction and disciplinary procedures • Understand the operational guidelines and strategies of the organization/enterprise • Understand the short-term, medium-term and long-term development plans and directions of the organization/enterprise <p>2. Formulate human resources management strategies</p> <ul style="list-style-type: none"> • Analyze the human resources condition in each department of the organization and the market supply situation, including: <ul style="list-style-type: none"> ○ Relevant statistics on human resources ○ The market demand for the required human resources ○ The price for retaining workforce, etc. • Formulate human resources strategies to meet the operational development of the organization, such as: <ul style="list-style-type: none"> ○ Recruitment strategies ○ Retaining workforce strategies ○ Internal training mechanism and strategies ○ The promotion ladder, terms of reference as well as the payment and welfare system for each rank of the organization • Job assignment mechanism <ul style="list-style-type: none"> ○ Assign work based on employees' personality/expertise ○ Manage staff allocation of the organization/enterprise • Team spirit

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	<ul style="list-style-type: none"> ○ Balance between active management measures and suppressive management measures ○ Avoid intangible waste of human resources ○ Increase employees' sense of belonging ● Performance assessment plan <ul style="list-style-type: none"> ○ Develop an assessment method ○ Establish objective management ○ Manage staff <p>3. Professionalism</p> <ul style="list-style-type: none"> ● Comply with the code of practice on human resources management under the Personal Data (Privacy) Ordinance ● Comply with the code of practice on employment under the equal opportunities ordinances by fulfilling the regulations of the ordinances about sex, disability and family status discrimination during the employment process, so as to avoid violation of these ordinances
Assessment Criteria	<p>The integrated outcome requirement of this unit of competency is:</p> <ul style="list-style-type: none"> ● Able to analyze and assess the human resources condition of the organization and the market supply situation to formulate effective human resources management strategies in accordance with the demand of the organization to foster organizational development.
Remark	