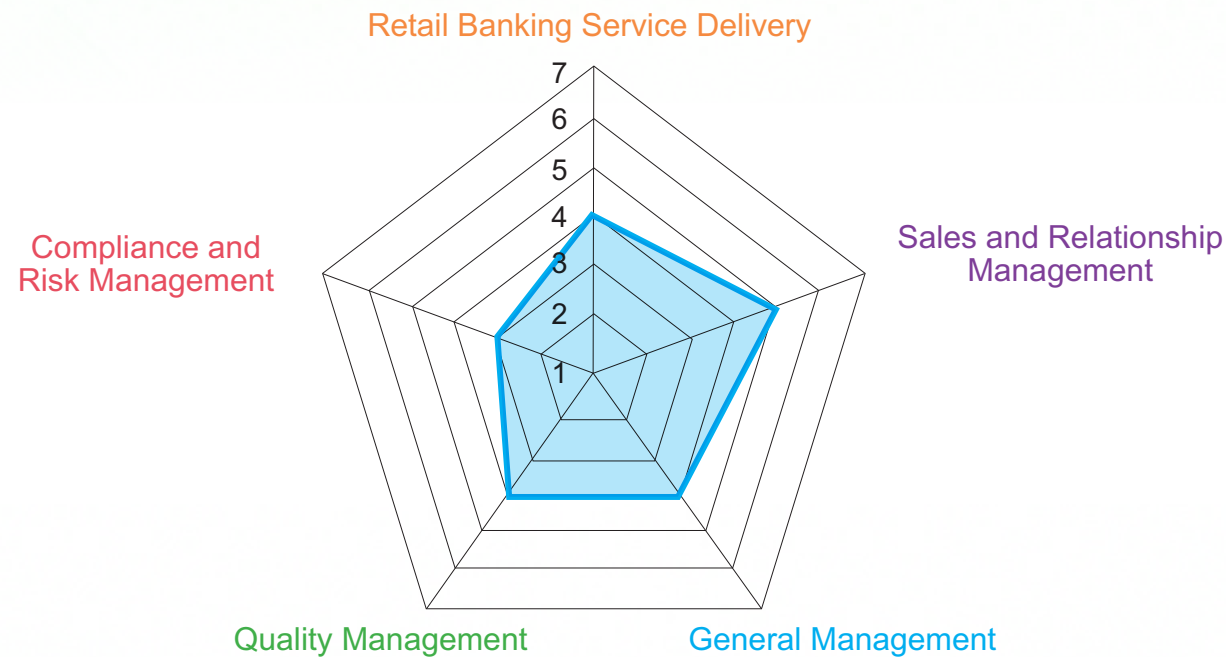## Applying GLD to Human Resources Management

The GLD is used to assign a QF level to Units of Competency (UoCs) of the Specification of Competency Standards (SCS) developed under HKQF. **The SCS can be adopted by employers and human resources specialists for the development of in-house training programmes, competency-based job specifications, appraisal of staff performance and recruitment, among others.**

Example: An illustration of a typical Retail Banking "Relationship Manager" having a range of competencies across QF levels 3-5*

Retail Banking Service Delivery

7
6
5
4
3
2
1

Compliance and Risk Management

Sales and Relationship Management

Quality Management   General Management

* There may be variations in the job title and competency requirements in individual banks.

What is HKQF?

The Hong Kong Qualifications Framework (HKQF) is a seven-level hierarchy covering qualifications in the academic, vocational and professional as well as continuing education sectors. Qualifications recognised under the HKQF are quality-assured and level-rated in accordance with objective and well-defined standards.

What is SCS?

The Specification of Competency Standards (SCS) formulated by an Industry Training Advisory Committee under the HKQF sets out the skills, knowledge and competency standards required of the practitioners to perform various job functions in an industry or sector.

For further details of HKQF, GLD and SCS, please visit HKQF website at www.hkqf.gov.hk

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教育局
Education Bureau

資 歷 架 構
Qualifications Framework

Generic Level Descriptors (GLD)

Reference for Employers

April 2018

Understanding the levels of QF-recognised Qualifications

All QF-recognised qualifications are assigned a QF level according to the GLD. To help **employers understand the level of a qualification possessed by their staff or job applicants**, the following table and examples of qualifications are used to highlight some of the key characteristics of each QF level.

Applying GLD in the Workplace

The GLD may be used to set the competency and performance standards for the execution of tasks in the workplace. The following table provides examples drawn from the workplace.

Key characteristics

Examples used in the workplace

QF Level

Level	Key characteristics	Examples used in the workplace
7	**Create** new or original work	**Innovate and drive new and original** business strategies based on solid insights into future outlook to support organisational development
6	**Critically evaluate new** information, concepts and evidence **from a range of sources** and **develop creative responses to routine and abstract** professional problems and issues	**Conduct research** on customer profiles, business processes, market supply and demand, and industry trends **to contribute to change and development** in the organisation
5	**Formulate evidence-based** responses	**Design** sales team incentive **plans that take into account** the organisation's sales **strategies**, marketing **objectives**, and development **trends** of the retail market
4	**Carry out routine lines of enquiry** to address professional level issues and problems	**Evaluate** sales performance, inventory and manpower resources, and **make corresponding adjustments and frontline suggestions for improving efficiency**
3	**Make generalisations and predictions** in **familiar** contexts	**Monitor** sales performance and **motivate the team to achieve individual and team** sales **targets**
2	**Solve problems** by using **rehearsed stages**	**Recommend** products that meet customers' common needs, **making reference to product information provided by the organisation**
1	**Recall** learnt responses	**Handle** selling by **recalling** the features, advantages and benefits of the products/services

Example of Qualification：
Master of Science in Retail Business Management (QF Level 6)
Example of a Learning Outcome：
Critically evaluate the key issues and trends faced by the retail industy

Example of Qualification：
Professional Diploma in Retail Management (QF Level 4)
Example of a Learning Outcome：
Carry out routine lines of enquiry to support the decision making of the professionals and managers

Example of Qualification：
Certificate in Customer Service (QF Level 2)
Example of a Learning Outcome：
Ues different service techniques in handling customers' common needs