

**Specification of Competency Standards**  
**for the Retail Industry**  
**Unit of Competency**

Functional Area - Strategic and ESG Management

Title	Develop and implement policies of the organisation
Code	111230L6
Range	This unit of competency (UoC) is applicable to staff responsible for the policies of a retail organisation. Practitioners have the ability to develop and implement a set of feasible policies in accordance with the established vision, mission, business and manpower planning and plans of the organisation in order to fulfil the governance of the organisation in the long run.
Level	6
Credit	6 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Have expert knowledge of organisational policies</p> <ul style="list-style-type: none"> <li>• Understand the importance of developing and implementing policies in order to achieve the goals of the organisation</li> <li>• Have thorough understanding of the management objectives of the organisation, e.g.: <ul style="list-style-type: none"> <li>○ Corporate vision</li> <li>○ Corporate mission</li> <li>○ Business and manpower strategy</li> <li>○ Business plans</li> <li>○ Policies formulated by the organisation</li> <li>○ Positioning of the organisation in the retail industry</li> </ul> </li> <li>• Understand that the policies of the organisation do not only serve the organisation but should also take care of the benefit of the community and customers</li> <li>• Have thorough understanding of the regulations and restrictions imposed by law and regulatory bodies on retail enterprises</li> <li>• Master the resources needed for the implementation of organisational policies</li> </ul> <p>2. Develop and implement policies of the organisation</p> <ul style="list-style-type: none"> <li>• Precisely define the actual targets that the organisational policies developed need to achieve</li> <li>• Obtain support from the senior management of the organisation in order to develop the policies</li> <li>• Accurately calculate the financial, manpower and other resources available for the development of organisational policies</li> <li>• Use creative skills to develop/formulate organisational policies by giving full consideration to the following factors: <ul style="list-style-type: none"> <li>○ Objectives set by the senior management</li> <li>○ Similar policies of other competitors</li> <li>○ Social and customers' expectation on the organisation</li> <li>○ Analyse funding and other resources needed for the respective policies</li> <li>○ Evaluate and quantify the achievements brought by the policies</li> <li>○ Evaluate the effects of implementing the policies</li> </ul> </li> <li>• Formulate implementation procedures for the policies, including: <ul style="list-style-type: none"> <li>○ Clearly formulate measures related to policy implementation</li> <li>○ Specifically assign persons/units to implement relevant policy measures</li> <li>○ Clearly record and save the policy implementation details</li> <li>○ Monitor and timely rectify problems arising in the implementation of policies</li> </ul> </li> <li>• Establish communication mechanism in order to: <ul style="list-style-type: none"> <li>○ Report the policy implementation status to the senior management</li> <li>○ Give new instructions to subordinates on policy implementation</li> </ul> </li> </ul>

**Specification of Competency Standards**  
**for the Retail Industry**  
**Unit of Competency**

Functional Area - Strategic and ESG Management

	<ul style="list-style-type: none"> <li>○ Make known to the public/customers the status of implementing the organisational policies</li> </ul> <p>3. Exhibit professionalism</p> <ul style="list-style-type: none"> <li>• Ensure compliance with related legislation and restrictions in the implementation of policies</li> <li>• Ensure that the established policies can prevent any abuse of power or malpractice such as abuse / misappropriation of the organisational assets and theft</li> </ul>
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none"> <li>• Develop a set of feasible policies according to the vision, mission, business and manpower planning and plans of the organisation;</li> <li>• Obtain the resources, manpower and requirements necessary for the implementation of the policies; and</li> <li>• Optimise the governance of the organisation in the long run.</li> </ul>
Remark	This UoC is adopted from 105032L6. The UoC title is revised.