

Specification of Competency Standards
for the Retail Industry
Unit of Competency

Functional Area - Human Resource Management & Development

Title	Formulate a staff retention plan
Code	111386L5
Range	This unit of competency (UoC) is applicable to staff responsible for the formulation of human resources policies in the retail industry. Practitioners have the ability to understand the overall human resources condition and the needs of the staff at different positions; and to formulate a staff retention plan to retain competent personnel with good performance.
Level	5
Credit	6 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Understand the knowledge of staff relations</p> <ul style="list-style-type: none"> • Master the human resources strategy and system of the organisation • Understand the business policy and development of the organisation • Understand the requirements of the organisation on the job competencies for different posts • Understand the reasons for staff turnover (e.g. resignation, layoff, organisational / business restructure, retirement, end of contract, or summary dismissal) • Know the basic causes of staff turnover, such as: <ul style="list-style-type: none"> ○ Working environment and job nature ○ Human relations ○ Salary and benefits ○ Competency mismatch ○ Economic environment • Understand the staff turnover situation of the organisation and the effect on its business • Know the benefits of reducing staff turnover rate to the organisation • Understand the Labour Ordinance and relevant legal requirements <p>2. Formulate a staff retention plan</p> <ul style="list-style-type: none"> • Establish an effective exit interview mechanism to find out why the staff are leaving • Establish a good communication mechanism to know the staff grievances and their requirements for the jobs or the organisation • Conduct staff turnover statistics and analysis to find out the main reasons for the turnover • Formulate staff relations schemes according to the operational characteristics of different units in order to strengthen their sense of belonging • Formulate a staff retention plan in response to the causes of staff turnover according to the business policy and development of the organisation in order to retain competent personnel and reduce staff turnover rate (e.g. the staff recruitment policy, terms of employment, promotion mechanism) • Formulate succession planning according to the situation of the organisation in order to maintain a smooth operation of the organisation • Formulate implementation guidelines for the staff retention policy consistent with the human resources policies and procedures of the organisation • Review and assess the effectiveness of the staff retention plan regularly, and make adjustment according to the needs of the organisation <p>3. Exhibit professionalism</p>

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	<ul style="list-style-type: none">• Ensure that the staff retention plan formulated is consistent with the overall human resources policy of the organisation and the legal requirements• Ensure that the staff retention plan of the organisation is competitive on the human resources market, can retain competent personnel and reduce staff turnover
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none">• Master the causes and data of staff turnover through an effective communication mechanism; and• Formulate a staff retention plan according to the business development policy and staff turnover situation of the organisation in order to retain competent personnel and reduce the turnover rate.
Remark	This UoC is adopted from 105018L5.