

Specification of Competency Standards
for the Retail Industry
Unit of Competency

Functional Area - Human Resource Management & Development

Title	Formulate human resources strategy and policies
Code	111388L6
Range	This unit of competency (UoC) is applicable to staff responsible for policy formulation in the retail industry. Practitioners have the ability to formulate suitable and effective human resources strategy and policies in accordance with the business development of the organisation.
Level	6
Credit	3 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Understand the knowledge of human resources strategy</p> <ul style="list-style-type: none"> • Understand the organisational structure and function of each department • Understand the operating policy and strategy of the organisation • Master the skills and competency requirements of each post • Understand the short-, mid- and long-term development plans and direction of the organisation • Master the manpower market conditions and characteristics of the industry and overall society • Master the business operation and development of the organisation, including: <ul style="list-style-type: none"> ○ Financial situation ○ Operating costs ○ Percentage of staff costs in operating costs ○ Organisation's requirements on the quality of operation • Understand the education and manpower development policy of the industry and overall society • Understand the industry's requirements on new technology and knowledge • Understand the workflow and characteristics of retail operation, including: <ul style="list-style-type: none"> ○ Shift duty system ○ Overtime work ○ Working on holidays • Understand the existing legal norm related to human resources <p>2. Formulate human resources strategy and policies</p> <ul style="list-style-type: none"> • Analyse existing human resources in view of the short-, mid- and long-term development plans and operation strategy of the organisation to see if they meet the business needs • Analyse the staff wastage of the organisation as well as the supply and demand of the manpower market • Assess the manpower demand in respect to factors such as staff turnover, retirement, suspension as well as number of staff on leave and study • Forecast the future development or shrinkage of the organisation so as to assess the types and numbers of job positions to be increased or decreased • Assess the future trend of salary and benefits in the manpower market • Review the recruitment policy and the effectiveness of the incentive system of the organisation • Assess the training and development needs of the organisation • Formulate suitable human resources strategy and policies (including succession planning) according to the operation policy and development strategy of the organisation to meet the development needs • Compile reports to illustrate human resources strategy and the implementation of policies

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	<p>3. Exhibit professionalism</p> <ul style="list-style-type: none">• Ensure compliance with relevant laws when formulating human resources strategy and policies• Ensure that the human resources strategy and policies of the organisation can retain competent staff so as to prevent wastage or shortage of manpower
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none">• Formulate human resources strategy and policies according to the development goals and resources of the organisation; and• Ensure that the human resources strategy and policies formulated favours the development of the organisation and prevents wastage or shortage of manpower.
Remark	<p>This UoC is adopted from 105019L6. The UoC title is revised.</p>