Human Resources

National Occupational Standards (NOS)

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CFAHR1
Develop an HR strategy

Overview

This standard is about developing and agreeing an HR strategy. It includes evaluating existing strategies against organisational needs and ensuring that the HR strategy is integral to the overall strategy of the organisation and takes account of external and internal influences and trends. It is for HR professionals who are involved in the development of HR strategy.

CFAHR1
Develop an HR strategy

Performance criteria

You must be able to:

- P1 Review existing strategies and evaluate them against organisational needs
- P2 Specify an appropriate timescale for the development of the strategy
- P3 Identify how the HR strategy will be integral to the overall organisation strategy
- P4 Make sure that the strategy clearly promotes equality, diversity and ethical requirements
- P5 Review the implications of all legal requirements, codes of practice and organisational procedures
- P6 Take account of external and internal influences and trends
- P7 Seek advice and guidance from recognised sources of expertise
- P8 Consult with key stakeholders in the organisation to agree the strategy

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How human resource levers drive organisational performance

K4 How to develop an aligned HR strategy

K5 How to assess the likely impact of the HR strategy on other organisational functions

K6 Sources of technical expertise and how to access them

K7 The external and internal influences that impact on the organisation's direction and performance and how to take these into account

CFAHR1
Develop an HR strategy

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Relevant occupations	1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers
Suite	Human Resources
Key words	Human resources; HR; HR strategy; guidance

CFAHR2
Implement and evaluate an HR strategy

Overview

This standard is about implementing and evaluating an HR strategy. It includes planning, obtaining resources for and gaining the commitment of others to implementation and evaluating the strategy against agreed success measures and criteria. It is for HR professionals who are involved in the implementation and evaluation of HR strategy.

CFAHR2
Implement and evaluate an HR strategy

Performance criteria

You must be able to:

Implement an HR strategy

P1 Develop a prioritised plan for the implementation

P2 Identify the resources needed to implement the strategy, and how to obtain them

P3 Identify the key stakeholders in the implementation process and gain their commitment

P4 Delegate activities to appropriate people

P5 Take direct responsibility and be accountable for steering and influencing the implementation process

You must be able to:

Evaluate an HR strategy

P6 Agree the measures and success criteria by which the strategy will be evaluated

P7 Establish when the strategy will be evaluated

P8 Monitor continued compliance with legal requirements, codes of practice and organisation procedures

P9 Collect valid and comprehensive data, including feedback from stakeholders

P10 Evaluate the strategy against the agreed measures and success criteria

P11 Make recommendations to modify or maintain the strategy

CFAHR2
Implement and evaluate an HR strategy

Knowledge and understanding

You need to know and understand:

Implement an HR strategy

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How human resource levers drive organisational performance

K4 How to develop a prioritised plan

K5 How to determine required resources to support the delivery of the HR strategy and plan

K6 How to identify key stakeholders and obtain required resources

K7 How to influence implementation of the HR strategy with key stakeholders

K8 Ethical issues and how to resolve them

You need to know and understand:

Evaluate an HR strategy

K9 How to select and apply appropriate data collection and analysis techniques

K10 How to evaluate quantitative and qualitative information against the agreed success criteria

K11 How to summarise and present data

K12 How to make recommendations to modify or maintain the strategy

CFAHR2
Implement and evaluate an HR strategy

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Key words	Human resources; HR; HR strategy; Evaluation; Implementation

CFAHR3
Deliver organisation design and structure

Overview

This standard is about making sure that the organisation is appropriately designed and structured to deliver its objectives, in line with the organisational strategy and operating plan. It includes identification of functions required within the structure, the design of jobs and implementation of systems for job evaluation and levelling. It is for HR professionals who are involved in the delivery of organisation design and structure.

CFAHR3
Deliver organisation design and structure

Performance criteria

You must be able to:

- P1 Interrogate the organisational strategy and operating plan for potential impact on future organisation design
- P2 Establish key design principles for use across the organisation
- P3 Review the existing structure and evaluate it against organisational needs
- P4 Identify the factors which indicate the need to change organisational structure and consider alternatives
- P5 Assess the impact of the design on other organisational factors
- P6 Identify the functions required within the organisational structure
- P7 Design jobs in line with the organisation design
- P8 Implement systems and processes for job evaluation and levelling
- P9 Assess opportunities to outsource activities to reduce costs or increase work quality
- P10 Consult with key stakeholders in the organisation to agree the organization design and structure

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How human resource levers drive organisational performance

K4 Sources of technical expertise and how to access them

K5 How to interrogate an organisational strategy and plan and assess the organisational design requirements for delivery and performance

K6 Potential alternatives to structural change and when to use them

K7 Common models of organisational design

K8 How to assess the impact of the design on other organisational factors such as behaviour, attitudes, culture, systems and communication flows

K9 How to identify the functions required within the organisational structure

K10 How to assign accountabilities and responsibilities across the organisational structure

K11 Models used to design jobs taking into account job size, scope, spheres of influence, accountabilities and internal and external relationships

K12 Limitations and advantages of job-levellling and evaluation processes and how to use them

K13 How to balance insourcing and outsourcing activities to improve quality or cost management

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Deliver organisation design and structure

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Key words	Human resources; HR; HR strategy; Design; Structure; Organisation

CFAHR4
Manage succession planning

Overview

This standard is about managing succession planning for an organisation, in order to identify and manage people opportunities and risks within the organisation. It includes developing and agreeing a succession planning process and methodology that is integrated with other HR processes and implementing and evaluating the process and methodology. It is for HR professionals who are involved in the management of succession planning.

CFAHR4
Manage succession planning

Performance criteria

You must be able to:

P1 Develop and agree a succession planning process and methodology that meets the needs of the organisation

P2 Ensure that the succession planning process and methodology is integrated with other relevant HR processes

P3 Implement the succession planning process and methodology, ensuring that data from other sources is used appropriately

P4 Ensure that critical posts are identified

P5 Ensure that senior leaders and managers understand and fully engage with succession planning processes and activities

P6 Ensure that succession plan records are accurate and maintained

P7 Ensure that succession plan information is used when filling key positions

P8 Evaluate succession planning processes and methodologies and recommend relevant improvements

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How human resource levers drive organisational performance

K4 The reasons for and benefits of succession planning within the organisation

K5 Succession planning processes and methodologies and how to develop these to meet organisational needs

K6 Other HR processes that should be taken into account in succession planning and how to ensure that processes are integrated

K7 How to ensure that data from other sources is used appropriately as part of succession planning

K8 How to identify critical posts within the organisation

K9 How to engage senior leaders and managers

K10 The records that need to be maintained

K11 How to ensure that succession plan information is used when key positions are filled

K12 How to evaluate succession planning processes and methodologies

CFAHR4
Manage succession planning

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Suite	Human Resources
Key words	Human resources; HR; HR strategy; succession planning

CFAHR5
Develop organisational talent

Overview

This standard is about developing the talent within an organisation such that people at all levels of the organisation possess and develop the skills and knowledge that they need. It includes developing and communicating a talent development plan and developing and implementing talent development programmes, ensuring fair access to opportunities. It is for HR professionals who are involved in the development of organisational talent.

CFAHR5
Develop organisational talent

Performance criteria

Plan talent development

You must be able to:

P1 Determine development needs of current and future talent

P2 Develop a talent development plan in line with the established needs of the organisation

P3 Make sure that managers and employees understand the talent development plan and their role within it

P4 Develop business cases for talent development initiatives, including analysis of costs vs benefits

Implement talent development programmes

You must be able to:

P5 Develop talent development programmes, recommending the most appropriate delivery channels and working with subject experts as appropriate

P6 Identify legislative changes that may impact talent development

P7 Advise and coach managers in the use of the organisation's talent development infrastructure

P8 Make sure that processes to manage identified talent engage managers and are used appropriately

P9 Deliver career management processes that are in line with the organisation's talent management principles and provide fair access to opportunities

P10 Support managers and individuals in developing realistic career plans

P11 Facilitate job transfers for individuals in line with their career plans and the talent management principles of the organisation

P12 Facilitate the development of 'talent cadres' within the organisation

P13 Support the development of 'talent cadre members, encouraging communication between them

P14 Make suggestions for continuous improvement of the organisation's talent management processes

Knowledge and understanding

Plan talent development

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 The role of talent development in driving organisational performance

K4 Sources of technical expertise and how to access them

K5 How to assess current and future talent levels and determine development needs

K6 How to create a talent development plan in line with identified needs

K7 The value and benefits of making sure that managers and employees understand the talent development plan and their role within it

K8 How to construct business cases for talent development initiatives

Implement talent development programmes

You need to know and understand:

K9 How to select the most appropriate delivery channels for particular requirements

K10 Sources of information on changes in legislation

K11 How to develop and run a talent management process and the benefit of engaging managers in the approach

K12 How to deliver career management processes that are fair and equitable

K13 Methods used to develop realistic career plans

K14 How to facilitate job transfers

K15 The value of 'talent cadres' to an organisation and how to support the development of members

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Develop organisational talent

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Suite	Human Resources
Key words	Human resources; HR; HR strategy; organisational talent; succession planning; talent; people; development programmes

CFAHR6
Develop HR policies

Overview

This standard is about developing and evaluating HR policies for an organisation. It includes designing fit-for-purpose policies which are consistent with organisational strategy and with legal and ethical requirements, agreeing policies with stakeholders and evaluating policies against agreed success criteria. It is for HR professionals who are involved in the development of HR policies.

CFAHR6
Develop HR policies

Performance criteria

Develop HR policies

You must be able to:

P1 Review existing policies and evaluate them against organisational needs.

P2 Identify the factors which indicate the need to change policies.

P3 Assess the impact of the policies on organisational structures, individual employees and customers/end users

P4 Design policies which are fit for purpose and consistent with the relevant strategies of the organisation and with ethical requirements.

P5 Make sure that the policies are responsive to all legal requirements and codes of practice

P6 Consult with key stakeholders to agree the policies

P7 Communicate plans for the policies across the organisation

P8 Work within the agreed budget and timescales

Evaluate HR policies

You must be able to:

P9 Agree the success criteria by which the policies will be evaluated

P10 Establish when the policies will be evaluated

P11 Monitor continued compliance with legal requirements and codes of practice

P12 Collect valid and comprehensive data, including feedback from stakeholders

P13 Evaluate the policies against the agreed success criteria

P14 Make recommendations to modify or maintain the policies

Knowledge and understanding

Develop HR policies

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 Sources of technical expertise and how to access them

K4 How human resource levers drive organisational performance

K5 The trends, influences and pressures which may lead to a need for changes in policies and how to identify and assess them

K6 How to assess the risks of introducing changes to policies

K7 The key factors which influence the design of policies

K8 How to construct policies that will govern and guide behaviour in a consistent manner

K9 How to maintain a clear link between policies and the organisation's goals and objectives, and ethical practice

K10 How to identify the costs and benefits of developing policies

K11 How to identify those aspects of the policies likely to meet with opposition, and overcome objections

K12 The legislation, codes of practice and organisational policy which influence policies

K13 How to identify and involve key stakeholders

K14 How to summarise and present information and proposals to decision-makers

Evaluate HR policies

You need to know and understand:

K15 How to select and apply appropriate data collection and analysis techniques

K16 How to evaluate quantitative and qualitative information against the agreed success criteria

K17 How to summarise and present data

K18 How to make recommendations to modify or maintain the policies

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Develop HR policies

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Suite	Human Resources
Key words	Human resources; HR; HR policies; evaluate; development

CFAHR7
Plan and deliver recruitment

Overview

This standard is about planning and implementing recruitment such that the organisation can identify and attract people with the capability to create competitive advantage and meet the requirements of the organisational strategy. It includes developing short and long-term recruitment plans, conducting talent identification exercises and implementing selection and induction processes. It is for HR professionals who are involved in planning and developing recruitment.

CFAHR7

Plan and deliver recruitment

Performance criteria

Plan recruitment

You must be able to:

P1 Determine the numbers and kinds of resources required to deliver the organisational strategy and operating plan

P2 Assess current and future resource levels across the organisation and determine strengths, gaps and needs

P3 Develop short-term and long-term recruitment plans

Implement recruitment solutions

You must be able to:

P4 Conduct talent identification exercises, taking account of information from other organisational processes

P5 Make sure that succession plan information is used when filling key positions

P6 Identify sources of required talent and recruitment channels and develop relationships with them, as appropriate

P7 Undertake fair, valid and robust selection processes

P8 Make sure that all internal and external interviewers and assessors are fully trained and competent

P9 Deliver induction and transition management programmes, working with and supporting managers as appropriate

P10 Coach and train managers in the organisation's induction approach

P11 Make suggestions for continuous improvement of the organisation's recruitment processes

Knowledge and understanding

Plan recruitment

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How human resource levers drive organisational performance

K4 Sources of technical expertise and how to access them

K5 How to determine the numbers and kinds of resources required to deliver the organisational strategy and operating plan

K6 How to assess current recruitment levels

K7 How to develop recruitment plans

K8 How to develop appropriate measures against which recruitment activities can be evaluated

Implement recruitment solutions

You need to know and understand:

K9 How to conduct talent identification exercises, and other organisational processes that should be taken into account

K10 The organisation's succession planning process and how to access relevant information when filling key positions

K11 Potential sources of required talent

K12 Potential recruitment channels

K13 Techniques of assessment and interviewing

K14 How to use induction and transition management tools

K15 Techniques of coaching and training

CFAHR7

Plan and deliver recruitment

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Suite	Human Resources
Key words	Human resources; HR; recruitment; people

CFAHR8
Manage and facilitate people release

Overview

This standard is about managing and facilitating people release e.g. retirement, redundancy, resignation, ill health, performance or conduct-related dismissal, transfers. It includes developing and agreeing release processes, implementing these in line with the values of the organisation and current employment law and providing both individuals and managers with appropriate support. It is for HR professionals who are involved in managing and facilitating people release.

CFAHR8

Manage and facilitate people release

Performance criteria

You must be able to:

P1 Develop and agree release processes that meet the needs of the organisation and are in line with employment law

P2 Implement release processes in line with organisational values and employment law

P3 Communicate clearly and sensitively to ensure that people understand the situation, next steps and goals

P4 Provide individuals with relevant support and information about release processes, next steps and options, as appropriate

P5 Support managers in implementing release processes

P6 Ensure that managers understand the legal basis of the processes and the requirement to work within them

P7 Conduct exit administration in line with the release process

P8 Maintain complete and accurate records of release

P9 Identify legislative changes that may impact release processes

P10 Review and evaluate release processes and recommend relevant revisions and/or improvements

CFAHR8

Manage and facilitate people release

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How human resource levers drive organisational performance

K4 Current employment law that applies to release and how to implement it in line with organizational values

K5 Release processes and how to develop these to meet organisational needs and the requirements of legislation

K6 Methods of communication in release situations

K7 How to ensure that people understand the information that is being communicated

K8 The range of support that might be provided to individuals for release processes, next steps and options, as appropriate

K9 The range of support that might be provided to managers in implementing release processes

K10 How to ensure that managers understand the legal basis of the processes and the requirement to work within them

K11 How to calculate termination entitlements

K12 How to complete exit administration related to release

K13 The records that are required for release

K14 How to identify legislative changes that may impact release processes

K15 How to review and evaluate release processes

CFAHR8

Manage and facilitate people release

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Suite	Human Resources
Key words	Human resources; HR; manage people; retirement; redundancy; resignation; ill health; performance or conduct-related dismissal; transfers.

CFAHR9

Facilitate the delivery of performance management

Overview

This standard is about planning and implementing performance management systems. It includes identifying best practice, designing performance management systems that are integrated with other HR processes, implementing performance management interventions and providing appropriate support to both managers and individuals. It is for HR professionals who are involved in the delivery of performance management.

CFAHR9

Facilitate the delivery of performance management

Performance criteria

You must be able to:

- P1 Identify current and emerging trends, innovations and best practice relating to performance management systems
- P2 Design performance management systems that are integrated with other HR processes and meet organisational needs
- P3 Implement performance management interventions
- P4 Advise and support managers in operating performance management systems as appropriate
- P5 Make sure that performance management policies are applied fairly across the organisation
- P6 Identify legislative changes that may impact performance management systems
- P7 Support managers and individuals in resolving performance issues
- P8 Evaluate the organisation's performance management systems
- P9 Make suggestions for continuous improvement of the organisation's performance management systems

CFAHR9

Facilitate the delivery of performance management

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 Sources of technical expertise and how to access them

K4 How to identify current and emerging trends, innovations and best practice relating to performance management systems

K5 How to design performance management systems that are integrated with other HR processes and meet organisational needs

K6 How to implement performance management interventions

K7 Commonly used performance management software

K8 The value of ongoing timely feedback, simple appraisal processes and flexible performance-related reward in driving a performance culture

K9 The role within performance management of competencies and objectives and how to use them to reinforce organisational culture

K10 Techniques of advising and supporting managers in operating performance management systems

K11 How to make sure that performance management policies are applied fairly across the organisation

K12 Sources of information on legislative changes

K13 How to support managers and individuals in resolving performance issues

K14 How to evaluate the organisation's performance management systems

CFAHR9

Facilitate the delivery of performance management

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Suite	Human Resources
Key words	Human resources; HR; performance management systems

CFAHR10
Manage reward and recognition strategies

Overview

This standard is about planning, implementing and evaluating reward and recognition strategies. It includes developing affordable reward systems that take account of internal and external factors, implementing reward systems, ensuring their fair application across the organisation and evaluating reward systems, making recommendations for change. It is for HR professionals who are involved in the management of reward and recognition strategies.

CFAHR10
Manage reward and recognition strategies

Performance criteria

Plan reward systems

You must be able to:

P1 Identify current and emerging trends, innovations and best practice relating to reward systems, seeking advice from specialists where appropriate

P2 Undertake appropriate benchmarking exercises to inform proposals for market positioning

P3 Identify the demographic risks to the organisation

P4 Develop reward systems that are affordable and take into account internal and external factors

Implement reward systems

You must be able to:

P5 Manage the governance process for executive-level pay matters

P6 Collect and prepare relevant information and recommendations to committees responsible for executive-level pay matters

P7 Provide data and information for external stakeholders, regulators and shareholders as appropriate

P8 Manage the reward matters of unique staff members

P9 Deliver annual and on-going reward programmes

P10 Make sure that reward systems are applied fairly across the organisation

P11 Support managers in managing reward decisions and resolving reward issues

P12 Analyse reward data to ensure compliance with legislation

Evaluate reward systems

You must be able to:

P13 Seek feedback on reward systems to inform their continuous improvement

P14 Identify legislative changes that may impact reward systems

P15 Review and evaluate the costs and benefits of the reward package and make recommendations for change

CFAHR10
Manage reward and recognition strategies

Knowledge and understanding

Plan reward systems

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 Sources of specialist information and expertise and how to access and make best use of them

K4 How to identify current and emerging trends, innovations and best practice relating to reward systems

K5 How to conduct benchmarking exercises and use the outcomes to make proposals for market positioning

K6 The demographic risks that apply to the organisation and how to develop reward systems to attract and retain 'flight risk' groups

K7 The organisation's balance sheet and the impact of reward costs

K8 How to develop affordable reward systems which take into account internal and external factors and relevant legislation and regulation

Implement reward systems

You need to know and understand:

K9 The governance process that applies to executive-level pay matters and how to manage it

K10 The information required by committees responsible for executive-level pay matters

K11 The data and information required by external stakeholders, regulators and shareholders

K12 How to manage reward matters of unique staff members

K13 How to deliver annual and on-going reward programmes

K14 How to make sure that reward systems are applied fairly across the organisation

K15 Techniques of supporting managers in managing reward decisions and resolving reward issues

K16 Types of data required to ensure compliance with legislation and how to analyse it

CFAHR10
Manage reward and recognition strategies

You need to know and understand:

Evaluate reward systems

K17 How to elicit feedback on reward systems

K18 Sources of information on legislative changes

K19 How to review and evaluate reward packages

CFAHR10
Manage reward and recognition strategies

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Key words	Human resources; HR; reward; recognition strategies; reward systems;

CFAHR11

Plan and implement employee relations strategy

Overview

This standard is about managing employee relations to ensure that the relationship between an organisation and its staff is managed appropriately and in line with employment law. It includes ensuring that policies, practices and procedures are comprehensive and well understood both within the HR function and the wider organisation, resolving employee relations issues and negotiating with employee representatives. It is for HR professionals who are involved in planning and implementing employee relations strategy.

CFAHR11
Plan and implement employee relations strategy

Performance criteria

You must be able to:

P1 Make sure that policies and practices cover the full employee relationship and employment relations strategy

P2 Make sure that human resources materials are consistent, up to date and in line with legislation and the organisation's employee relations policies and employment relations principles

P3 Make sure that employee relations policies, practices and procedures are well understood and integrated within the HR function

P4 Support managers in understanding employee relations policies and practices, making sure that they understand the importance of compliance

P5 Communicate employee relations policies and practices to staff and put in place feedback mechanisms to make sure these are understood

P6 Resolve employee relations issues impartially, working with managers where appropriate

P7 Negotiate with employee representatives on employee relations issues

P8 Keep appropriate records of employee relations issues

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 Sources of technical expertise and how to access them

K4 How human resource levers drive organisational performance

K5 Current employment law relating to employee relations

K6 The organisation's employee relations policies and practices including equality and diversity, discipline and grievance, occupational health and well-being

K7 How to make sure that employee relations policies, practices and procedures are well understood and integrated within the HR function

K8 The types of support that managers might need in understanding employee relations policies and practices and how to provide it

K9 The consequences of non-compliance with employee relations policies and practices

K10 Methods of communicating employee relations policies and practices to staff

K11 Types of feedback mechanism that might be put in place

K12 How to apply a range of interpersonal skills and technical knowledge to resolve employee relations issues impartially

K13 Techniques of negotiation and mediation and how to apply them in negotiations with employee representatives

K14 The records that are required for employee relations issues and how to keep them

CFAHR11
Plan and implement employee relations strategy

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Suite	Human Resources
Key words	Human resources; HR; employment law; people; strategy

CFAHR12
Deliver employment relations negotiations

Overview

This standard is about delivering employment relations negotiations. It includes identification of the organisation's objectives and strategy for negotiations, facilitating negotiations in line with procedures and protocols, providing appropriate support to managers during negotiations, ensuring implementation of agreements and evaluating the process to inform continuous improvement. It is for HR professionals who are involved in delivering employment relations negotiations.

CFAHR12
Deliver employment relations negotiations

Performance criteria

You must be able to:

P1 Identify the organisation's objectives and strategy for the negotiations

P2 Assess the nature of potential conflicts and how they may be resolved in line with organisational objectives

P3 Facilitate negotiation with employee representatives on employment relations issues following agreed procedures and protocols and within the limits of agreed authority

P4 Review the progress of the negotiation, adapting negotiating position where necessary in order to achieve objectives

P5 Provide support and advice to managers during negotiations, where appropriate

P6 Consider the use of external mediation, arbitration and conciliation agencies as appropriate

P7 Reach an agreement that satisfies both parties, where possible

P8 Monitor negotiations to ensure compliance with legal requirements, relevant codes of conduct and organisational procedures and values

P9 Ensure complete and accurate records of negotiations and agreements are maintained

P10 Ensure the implementation of agreements reached

P11 Review and evaluate the negotiation process to inform continuous improvement

CFAHR12
Deliver employment relations negotiations

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 Current employment law and codes of conduct relating to employment relations negotiations

K4 The organisation's employment relations procedures, protocols and values

K5 The limits of personal authority and where to refer matters that go beyond this

K6 The principles of employment relations negotiation and how to apply them

K7 The range of interpersonal skills and technical knowledge required in employment relations negotiations and how to apply it

K8 The circumstances in which negotiating positions might need to be adapted

K9 The types of support that managers might need during negotiations and how to provide them

K10 Arbitration, mediation and conciliation agencies and the circumstances in which they can be used

K11 Methods of monitoring negotiations to ensure compliance with legal requirements, relevant codes of conduct and organisational procedures and values

K12 The records of negotiations and agreements that are required and how to keep them

K13 How to ensure that agreements reached are implemented

K14 How to review and evaluate the negotiation process to inform continuous improvement

CFAHR12
Deliver employment relations negotiations

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Relevant occupations	1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers
Suite	Human Resources
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CFAHR13
Plan and implement employee engagement solutions

Overview

This standard is about managing employee engagement to ensure that the employment experience is positive. It includes establishing the drivers of employee engagement within an organisation, planning employee engagement initiatives, ensuring that managers engage with the approach and implementing employee engagement processes, supporting managers as appropriate. It is for HR professionals who are involved in planning and implementing employee engagement solutions.

CFAHR13
Plan and implement employee engagement solutions

Performance criteria

Plan employee engagement

You must be able to:

P1 Establish the drivers of employee engagement within the organisation

P2 Identify the relationship between employee engagement and organisational performance

P3 Plan initiatives to drive employee engagement across the organisation

P4 Identify and promote good practice to build and sustain employee engagement with the organisation and their work

P5 Develop an employer brand proposition

P6 Make sure that managers are engaged with the organisational approach

Implement employee engagement processes

You must be able to:

P7 Use performance data to measure and track employee engagement

P8 Design and implement employee satisfaction/feedback processes

P9 Work with managers to respond to outcomes of employee satisfaction/feedback processes

P10 Implement and communicate the employer brand proposition, seeking feedback to inform improvement

P11 Support managers in communicating with employees about employee engagement and the employer brand proposition

P12 Make sure that organisational values and behavioural expectations are embedded within all policies and processes

P13 Implement processes that allow employees to raise concerns about non-conformance with values and behavioural expectations

P14 Make suggestions for continuous improvement of the organisation's employee engagement processes

Knowledge and understanding

You need to know and understand:

Plan employee engagement

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 Sources of technical expertise and how to access them

K4 How human resource levers drive organisational performance

K5 The key drivers of employee engagement

K6 How to identify the relationship between employee engagement and organisational performance

K7 The types of initiative that can drive employee engagement across an organisation

K8 How to identify and promote good practice to build and sustain employee engagement with the organisation and their work

K9 How to develop an employer brand proposition and use this to engage employees

K10 The value of making sure that managers are engaged with the organisational approach

Implement employee engagement processes

K11 Types of performance data that can be used to measure and track employee engagement and how to make use of it

K12 How to design and implement employee satisfaction/feedback processes and to work with managers to respond to their outcomes

K13 The types of support that managers might need in communicating with employees about employee engagement and the employer brand proposition and how to provide it

K14 How to embed organisational values and behavioural expectations within all policies and processes

K15 Types of processes that allow employees to raise concerns about non-conformance with values and behavioural expectations and how to implement them

CFAHR13
Plan and implement employee engagement solutions

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Key words	Human resources; HR; employment engagement solutions

CFAHR14

Plan the structure and design of the HR function

Overview

This standard is about making sure that the HR function is appropriately designed and structured to deliver its objectives. It includes defining the services to be delivered by the HR function, agreeing service levels and key performance indicators, assigning responsibilities to meet stakeholder needs and establishing systems to evaluate performance and inform continuous improvement. It is for HR professionals who are involved in planning the structure and design of the HR function.

CFAHR14
Plan the structure and design of the HR function

Performance criteria

You must be able to:

- P1 Consult with key stakeholders in order to ensure that their demands and needs are fully understood
- P2 Define the services to be delivered by the HR function
- P3 Establish and agree with stakeholders service-level agreements and key performance indicators for the services to be delivered
- P4 Assess the costs and benefits of opportunities to outsource HR services to external suppliers
- P5 Assign responsibilities and accountabilities for HR processes to meet the needs of stakeholders
- P6 Ensure that the HR structure will provide service excellence, customer care and value for money
- P7 Work with IT specialists to ensure that the IT infrastructure for the HR function will support the delivery of HR services and is flexible to respond to changing needs
- P8 Establish systems to evaluate performance against contracts, service level agreements and key performance indicators
- P9 Establish systems to continuously improve the HR service, taking into account stakeholder feedback

CFAHR14
Plan the structure and design of the HR function

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How human resource levers drive organisational performance

K4 Key stakeholders and how to consult with them to ensure a full understanding of their demands and needs

K5 The range of services to be delivered by the HR function

K6 The content of service-level agreements and key performance indicators and how to agree these with stakeholders

K7 How to assess the costs and benefits of outsourcing HR services to HR suppliers

K8 How to balance insourcing and outsourcing activities to improve quality or cost management

K9 How to assign accountabilities and responsibilities

K10 How to ensure that the HR structure will result in service excellence, customer care and value for money

K11 The importance of IT systems and their limitations and advantages

K12 How to establish systems for the evaluation of the performance of the internal HR team and of external suppliers

K13 Formal and informal stakeholder feedback mechanisms

CFAHR14
Plan the structure and design of the HR function

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CFAHR15
Manage health and wellbeing

Overview

This standard is about ensuring that appropriate strategies are in place to manage the health and wellbeing of staff. It includes designing and communicating health and wellbeing strategies, gaining commitment from senior decision-makers, providing support to both individuals and managers and evaluating health and wellbeing strategies to inform continuous improvement. It is for HR professionals who are involved in the management of health and wellbeing.

CFAHR15
Manage health and wellbeing

Performance criteria

You must be able to:

- P1 Identify current and emerging trends, innovations and best practice relating to staff health and wellbeing
- P2 Design health and wellbeing strategies that meet organisational needs, seeking advice from technical experts as appropriate
- P3 Seek commitment to health and wellbeing strategies from senior decision makers, highlighting the benefits to the organisation
- P4 Communicate health and wellbeing strategies to staff in order to encourage take-up
- P5 Advise and support managers in operating health and wellbeing strategies
- P6 Support individuals in resolving health and wellbeing issues
- P7 Identify legislative changes that may impact health and wellbeing strategies
- P8 Evaluate health and wellbeing strategies, assessing their impact on all areas of the organisation
- P9 Make suggestions for continuous improvement of the organisation's health and wellbeing strategies

Knowledge and understanding

You need to know and understand:

K1 The organisation's strategy, performance goals and drivers

K2 The sector in which the organisation operates and the market factors that impact on its performance

K3 How to identify current and emerging trends, innovations and best practice relating to staff health and wellbeing

K4 Sources of technical expertise and how to access them

K5 How to design health and wellbeing strategies to meet organisational needs

K6 The benefits of health and wellbeing strategies to organisations and how to use these to gain commitment from senior decision makers

K7 Methods of communicating with staff to encourage take up of health and wellbeing strategies

K8 Techniques of advising and supporting managers in operating health and wellbeing strategies

K9 How to support individuals in resolving health and wellbeing issues

K10 Sources of information on legislative changes

K11 Evaluation methods that can be used to assess the impact of health and wellbeing strategies on all areas of the organisation

CFAHR15
Manage health and wellbeing

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