

HKIHRM HR PROFESSIONAL STANDARDS MODEL



*Creating Values For You
and For Organisations*



Hong Kong
Institute of
Human Resource
Management
香港人力資源管理學會
www.hkihrm.org



ABOUT HKIHRM

The Hong Kong Institute of Human Resource Management (HKIHRM) is the leading professional human resource institute in the Hong Kong SAR. Founded in February 1977, the Institute currently has a membership of over 4,700 individual and corporate members.

HKIHRM VMV

Our Vision

To be the leading professional human resource management and advisory institute for Hong Kong SAR

Our Mission

- To develop, maintain and enhance professional human resource management standards through our members and partners
- To increase the perceived value and influence of the human resource management profession

Our Values

- **Care for our stakeholders**
We care for their interests and value their contributions with respect and integrity
- **Care for ethics**
We uphold our ethical spirit and comply with applicable laws and corporate governance requirements
- **Care for performance**
We value knowledge, competence, innovation and creativity; we pursue excellence in professionalism and strive for quality service through standards and commitment

As the role of **HR** has migrated towards

VALUE CREATION for organisations

in a **PROFESSIONAL** and **STRATEGIC** manner,

SETTING STANDARDS has become the key to enhanced professionalism.

Human Resource Management is all about managing the most valuable asset an organisation possesses – its human capital – and that role is now evolving further under the current complex environment.

The Hong Kong Institute of Human Resource Management recognises the significant changes occurring in the HR profession and thus in the quality of HR people. The Institute is therefore taking the lead in defining the standards that help HR professionals ready themselves to reflect the growing maturity of the profession and prepare themselves to meet the challenges of today and tomorrow.

By enhancing themselves with the required qualities, HR professionals must now contribute to creating and adding value to the entire HR profession, to organisations and to the community.



“The HR Professional Standards defined by the HKIHRM will establish both the technical and personal capabilities required to practise HR in an effective manner. The Standards will go a long way towards professionalising the discipline, and will ultimately benefit both the emerging profession of HR, and the business competitiveness of Hong Kong as a whole.”

Ritchie Bent, Group Head of Human Resources, Jardine Matheson Limited



“The accreditation initiative sets objective standards for evaluating practitioners’ knowledge, experience and capability. It also encourages continuous professional development among HKIHRM members. By recognising HR’s professionalism, it attracts more talent to join the profession, and good talent accelerates the growth of both the HR profession and the organisations they work for, fostering a virtuous cycle.”

William Chan, Human Resources Director, MTR Corporation



“The HKIHRM HR Professional Standards Model outlining the profession from three specific aspects has clearly provided a much broader and systematic frame of reference. I would not hesitate to draw reference from the Model in identifying the knowledge and capabilities required of my HR team.”

Margaret Cheng, Head – Corporate Human Resources, Towngas

The backbone of professionalism

HKIHRM HR PROFESSIONAL STANDARDS

The Institute has recently developed the **HR Professional Standards Model** which provides a framework to help HR professionals navigate their career paths and map their development needs.

Three perspectives have been identified that demonstrate the standards for practicing human resource management. They are:

- ✓ The core professional HR **KNOWLEDGE** that one should acquire;
- ✓ The work **EXPERIENCE** in terms of roles and responsibilities that one should play;
- ✓ The **CAPABILITY** in terms of competencies that one should demonstrate at work.

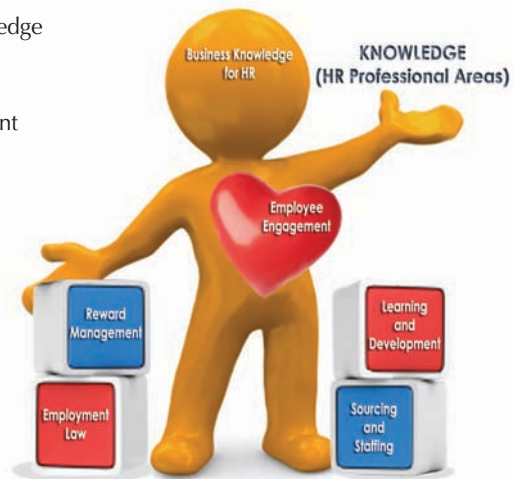


HKIHRM HR Professional Standards Model

KNOWLEDGE (HR PROFESSIONAL AREAS)

The Institute has defined the scope and depth of the core knowledge areas – the **Body of Knowledge (BoK)** – that an HR practitioner should acquire. The Body of Knowledge embraces a broad spectrum of the knowledge required to carry out HR management and HR development functions which, in themselves, can be a specialised area. The core professional areas of knowledge include **Employment Law**, **Sourcing and Staffing**, **Reward Management**, and **Learning and Development**. In order to perform as an effective HR professional, **Employee Engagement** and **Business Knowledge** are the keys required to the four core professional areas of knowledge.

The Body of Knowledge provides a framework enabling HR professionals to focus their learning and development in terms of what they need to know.



EXPERIENCE (HR ROLES AND RESPONSIBILITIES)

Standards have now been set to define the roles and responsibilities which help add value to an organisation and contribute to its business success.

Delineated under the work experience recognition framework for HKIHRM Professional Membership and Fellow Membership, the roles and responsibilities set out what HR practitioners need to carry out at work, when at a professional or higher level, to contribute to the business in a strategic context. Please refer to Appendix 1 on page 6 for details.

CAPABILITY (HR COMPETENCIES)

Capability, in terms of HR competencies, represents desirable behaviours to be demonstrated at work. The Institute has now set out five distinct competencies under its HR Competency Model, based on academic models, competency frameworks adopted by the World Federation of People Management Associations (WFPMA) and other HR institutes, as well as the competency requirements laid down by major local corporations. Details of the five competencies are included in Appendix II on page 6.



Map out the level of HR professionalism and its progress up the HR CAREER LADDER

The HKIHRM **HR Professional Standards Model** provides a framework to facilitate HR professionals advancing in the discipline through professional development. The framework is then translated into a demonstration that sets out the changing roles and the corresponding work context being played by an individual along his or her **career ladder** as well as the expanding knowledge requirements.

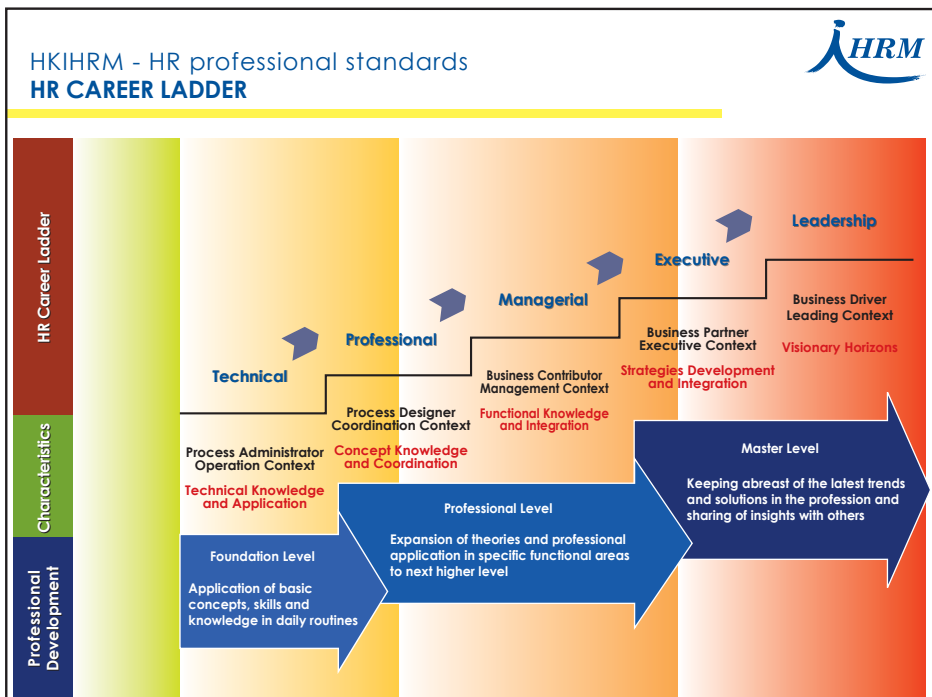
As an HR practitioner, how can I use this?

The HR career ladder helps individuals understand the key functions of each career level and what it takes to advance his or her career in terms of different roles and responsibilities.

As an employer, how can I use this?

By making use of the HR career ladder, employers are able to:

- recruit the right people at the right level;
- build up and develop their HR teams to the desired quality;
- benchmark and assess the capability of HR teams in facilitating the achievement of business objectives.





The HKIHRM

HR Professional Standards Model

aims to **create** and **add value** to
various **stakeholders**

The Current and Next Generation of HR Professionals

- Provides a clear framework for acquiring the knowledge, accumulating the work experience and building the competencies required for professional advancement and for facilitating career progress
- Demonstrates the HR qualifications and experience that create and add value to organisations

Employers / Business Leaders

- Gives confidence to employers / management in the standards of HR professionals that add value to the business
- Addresses the gaps between the capabilities of human resource practitioners and the expectations of employers / business leaders

Tertiary Educational Institutes

- Provides a framework and assistance to tertiary educational institutes for the development of appropriate curriculums to cope with the ever-changing demands in human resource management

The HR Profession as a Community

- Brands human resource management as a profession
- Enables the HR profession to play a significant role in driving the success of organisations and thus benefiting individuals and the community at large

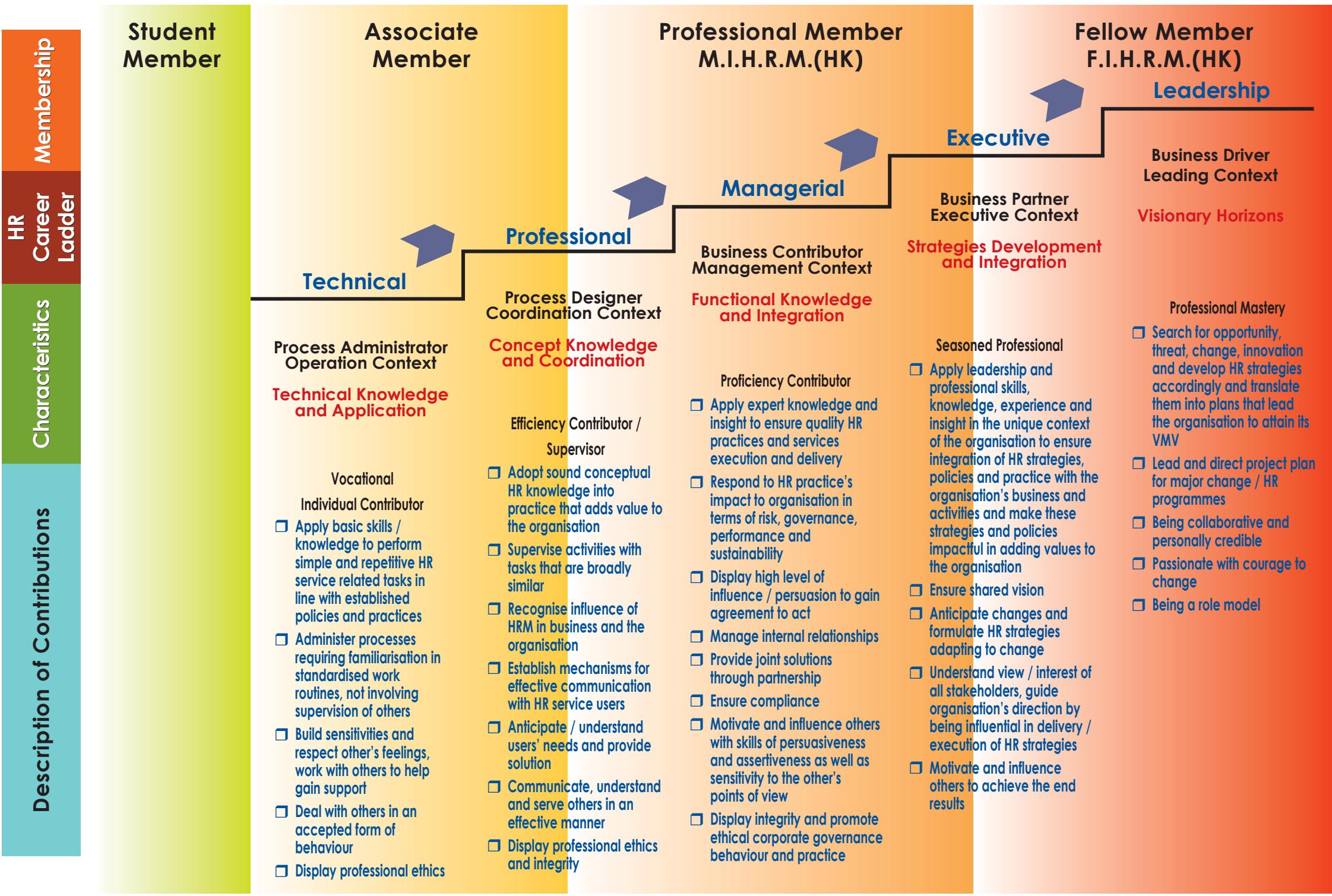
Appendix I Experience (HR Roles and Responsibilities) at Professional Level and Strategic Level

<p>For practitioners who are working at the professional level in the HR discipline, their roles and responsibilities demonstrated at work include:</p> <ul style="list-style-type: none"> - Business Partner <ul style="list-style-type: none"> ▪ Aligns human resource management strategies with business objectives and the external environment - Strategy Implementer <ul style="list-style-type: none"> ▪ Contributes to and implements the human resource vision for the organisation - Organisation Development Designer <ul style="list-style-type: none"> ▪ Supports the development of organisational capability through high-performing people - Expert Practitioner <ul style="list-style-type: none"> ▪ Applies expert human resource knowledge to deliver value to the business - Culture and Change Agent <ul style="list-style-type: none"> ▪ Facilitates and supports change initiatives in response to internal and external business operations environment 	<p>HR practitioners who are driving the success of the organisations at strategic level are playing the roles and responsibilities of a Strategic People Champion.</p> <ul style="list-style-type: none"> ▪ Drives the success of the organisation by developing organisational capability via human resource management strategies that align organisational objectives with the needs of stakeholders (market, customers, government, regulators and employees).
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Appendix II Capability (HR Competencies) at Professional Level and Strategic Level

HR Competencies	HR Professionals at Professional Level	HR Professionals at Strategic Level
Professional Knowledge	<ul style="list-style-type: none"> ▪ adopts HR knowledge, including principles and requirements for staffing policies, remuneration system, employee relations, performance management system, people development and legal framework, into HR practices to deliver value to the business; ▪ enhances effectiveness of HR solutions and service delivery through building and improving HR practices and procedures, by translating and applying HR knowledge. 	<ul style="list-style-type: none"> ▪ transforms theories and concepts into innovative and effective HR practices to drive the success of the organisation; ▪ leads the organisation towards the attainment of the organisation's mission, vision and values by contributing advice and insights from HR perspectives.
Business Partnership	<ul style="list-style-type: none"> ▪ identifies the impact of HR strategies on the achievement of business objective; ▪ implements HR management related activities, systems and processes to support the achievement of business objectives; ▪ recognises the critical influence of effective HR management in every business unit in the organisation, and ▪ responds appropriately to their likely impact on the organisation in terms of risk, governance, sustainability and business performance. 	<ul style="list-style-type: none"> ▪ anticipates changes to meet the business needs and their impacts on the organisation, and formulates HR strategies in place to quickly respond and adapt to the changes; ▪ builds organisational capabilities that encourage partnership in decision making and in attainment of business opportunities and objectives between HR teams and users of HR functions.
Ethics	<ul style="list-style-type: none"> ▪ displays integrity; ▪ promotes ethical corporate behaviour and practices. 	<ul style="list-style-type: none"> ▪ engages in behaviour that demonstrates integrity; ▪ develops policies and procedures to ensure compliance to meet company policies and regulatory requirements.
Customer / User Focus	<ul style="list-style-type: none"> ▪ anticipates and analyses needs of users of the HR functions and services from their perspective; and ▪ partners with other colleagues to provide joint HR solutions or services which align with users' expectations; ▪ provides solutions to meet needs of users of the HR functions and services in the long term; and ▪ evaluates the implementation of solutions to ensure the achievement of users' expectations. 	<ul style="list-style-type: none"> ▪ formulates HR strategies and policies that enhance the organisation's ability to respond to the needs of users of the HR functions; ▪ integrates the interests and perspectives of users of the HR functions when initiating HR strategies for the organisation.
Communication/ Influence	<ul style="list-style-type: none"> ▪ decides on and applies various approaches of effective communication among colleagues to present ideas and solutions; ▪ displays high levels of influence and persuasion in order to gain agreement for action; ▪ establishes and maintains mechanisms for effective communication and consultation with users of the HR functions, senior management and other stakeholders. 	<ul style="list-style-type: none"> ▪ guides the direction of the organisation by demonstrating high levels of influence on the development and execution of HR strategies; ▪ monitors and adapts the communication impact and effectiveness to contribute to the business objectives.

MY HR CAREER LADDER



Step 1
Identify the position on the HR career ladder and the characteristics which represent you / HR team members in the organisation.

Step 2
Tick "✓" the description of contributions you / HR team members have made.

Are there any boxes left without a tick "✓"? If yes, why not start to work out a professional development plan for yourself / your HR team members? Try to make use of the **HKIHRM HR Professional Standards Model** to identify the gaps in knowledge and skills which you / your HR team members should focus on for further learning and development.

MY HR CAREER LADDER

How would you describe the contributions you / your HR team members have made to the organisation as HR professionals?

Check this out by spending a few minutes to study the diagram overleaf and form your own Career Ladder.

Do keep this and try to make use of your own Career Ladder to review and plan your professional development.



Try it Now!




HKIHRM HR Professional Standards Model



Knowledge	Capability	Experience
<p>HR Professional Areas</p> <p>Understand the HR Body of Knowledge with the major areas including:</p> <ul style="list-style-type: none"> - Reward Management - Sourcing and Staffing - Employment Law - Employee Engagement - Learning and Development - Business Knowledge for HR 	<p>HR Competencies</p> <p>Demonstrate the competencies at work including:</p> <ul style="list-style-type: none"> - Professional Knowledge - Business Partnership - Ethics - Communication / Influence - Customer / User Focus 	<p>HR Roles and Responsibilities</p> <p>Perform the roles and responsibilities at work, including:</p> <ul style="list-style-type: none"> - Business Partner - Strategy Implementer - Organisation Development Designer - Expert Practitioner - Culture and Change Agent

CONTACT US!

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