

# Human Resources

National Occupational Standards

December 2011

Skills CFA  
6 Graphite Square, Vauxhall Walk,  
London SE11 5EE  
T: 0207 0919620  
F: 0207 0917340  
Info@skillscfa.org [www.skillscfa.org](http://www.skillscfa.org)

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## 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.

**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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**Developed by** Skills CFA

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**Version number** 2.0

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**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFA HR1

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**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; HR strategy; guidance

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**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.

**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



## 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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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR2

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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

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## 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.

#### 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-leveilling and evaluation processes and how to use them
- K13 How to balance insourcing and outsourcing activities to improve quality or cost management

## CFAHR3

### Deliver organisation design and structure

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**Developed by** Skills CFA

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**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR3

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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

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## 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.

**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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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR4

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; HR strategy; succession planning

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## 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.

**Performance  
criteria**

- You must be able to:*
- Plan talent development**
- 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

*You need to know and understand:*

### **Plan talent development**

- 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

*You need to know and understand:*

### **Implement talent development programmes**

- 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

## CFAHR5

### Develop organisational talent

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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR5

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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

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## 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.

**Performance  
criteria**

*You must be able to:*

**Develop HR policies**

- 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

*You must be able to:*

**Evaluate HR policies**

- 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

*You need to know and understand:*

### Develop HR policies

- 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

*You need to know and understand:*

### Evaluate HR policies

- 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

## CFAHR6

### Develop HR policies

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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR6

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; HR policies; evaluate; development

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## 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.

**Performance  
criteria**

*You must be able to:*

**Plan recruitment**

- 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

*You must be able to:*

**Implement recruitment solutions**

- 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

*You need to know and understand:*

### **Plan recruitment**

- 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

*You need to know and understand:*

### **Implement recruitment solutions**

- 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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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR7

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**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; recruitment; people

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## 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

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#### 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



## 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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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR8

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**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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

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**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.

**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

## 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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<b>Developed by</b>	Skills CFA
<b>Version number</b>	2.0
<b>Date approved</b>	December 2011
<b>Indicative review date</b>	December 2015
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	Skills CFA
<b>Original URN</b>	CFAHR9
<b>Relevant occupations</b>	1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers
<b>Suite</b>	Human Resources
<b>Key words</b>	Human resources; HR; performance management systems

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**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.

**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



## Knowledge and understanding

*You need to know and understand:*

### **Plan reward systems**

- 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

*You need to know and understand:*

### **Implement reward systems**

- 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

*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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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR10

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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

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## 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.

**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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**Developed by** Skills CFA

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**Version number** 2.0

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**Date approved** December 2011

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**Indicative review date** December 2015

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**Validity** Current

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**Status** Original

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**Originating organisation** Skills CFA

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**Original URN** CFAHR11

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**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; employment law; people; strategy

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## 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.



#### 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

## 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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**Developed by** Skills CFA

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**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2012

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR12

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; employment relations; negotiation; mediation; arbitration and conciliation

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## 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.

**Performance  
criteria**

*You must be able to:*

**Plan employee engagement**

- 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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**Developed by** Skills CFA

---

**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR13

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; employment engagement solutions

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## 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.



**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

## 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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**Developed by** Skills CFA

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**Version number** 2.0

---

**Date approved** December 2011

---

**Indicative review date** December 2015

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills CFA

---

**Original URN** CFAHR14

---

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

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**Suite** Human Resources

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**Key words** Human resources; HR; HR function; systems

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## 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.

**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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**Developed by** Skills CFA

**Version number** 2.0

**Date approved** December 2011

**Indicative review date** December 2015

**Validity** Current

**Status** Original

**Originating organisation** Skills CFA

**Original URN** CFAHR15

**Relevant occupations** 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

**Suite** Human Resources

**Key words** Human resources; HR; manage health; manage wellbeing