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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

### **Evaluate an HR strategy**

*You need to know and understand:*

- 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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