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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**

**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

*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** CFA Business Skills @ Work

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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** CFA Business Skills @ Work

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**Original URN** CFAHR6

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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 policies; evaluate; development