

Specification of Competency Standards
for the Elderly Care Service Industry
Unit of Competency

Functional Area - Management

Title	Formulate Strategic Plan on Operation of the institution
Code	106168L5
Range	This unit of competency is applicable to employees in the elderly care service industry responsible for development of the institution. This competency involves the ability of critical analysis, reorganization, assessment and integration of information from various sources. Employees are required to assist the institution to adjust and adapt to an ever-changing environment according to the service mission and objectives of the institution; and formulate a strategic plan to envisage a clearer direction for the institution's development.
Level	5
Credit	6 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Relevant knowledge on the institution's operation</p> <ul style="list-style-type: none"> • Understand development plan and executive policies of the institution • Understand management direction of the institution, such as: <ul style="list-style-type: none"> ○ Service, mission and goal of institution ○ Development plan of services ○ Policies formulated by institution ○ Institution's positioning in the elderly care service industry • Understand the benefits of executive policies to the society and to the institution • Understand regulations and restrictions of services as prescribed by regulatory bodies • Understand the resources needed to implement the policies of the institution <p>2. Apply management knowledge and techniques to the institution</p> <p>Be able to</p> <ul style="list-style-type: none"> • Assess and analyse the current status and future prospect of the institution • Precisely define actual goals to be achieved by the policies formulated by the institution • Precisely calculate the resources available, finance, manpower or otherwise, to implement policies of the institution • Establish a system for good communication for: <ul style="list-style-type: none"> ○ Collection of opinions from service users, staff and the public ○ Reports on how well the policies are implemented for management's review ○ Announcement of latest instructions about implementing policies for subordinate's reference ○ Announcement on how the policies are implemented for attention of the general public • Consult all stakeholders regularly to ensure the policies are effective and to confirm the development direction is correct, such as <ul style="list-style-type: none"> ○ Recruit focus groups ○ Consult management and committees • Determine content of the proposal • Set performance indicators to evaluate the effectiveness of plan and the time limit for such evaluation • Organize internal meetings regularly to review content of proposal <p>3. Exhibit professionalism</p> <ul style="list-style-type: none"> • Ensure the process of implementing policies follows relevant laws strictly

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Assessment Criteria	The integrated outcome requirements of this Unit of Competency are: <ul style="list-style-type: none">• Ability to formulate a set of strategic plan according to service, mission and goals of institution; and• Ability to ensure the plan can guide the service and working plan in the right direction, so as to help the institution adapt to the changing environment.
Remark	