

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

Functional Area - Management

Title	Implement Financial Management Policy
Code	106177L5
Range	This unit of competency is applicable to employees in the elderly care service industry in charge of financial management. This competency involves the ability of critical analysis, reorganization, assessment and integration of information from various sources. Employees are required to formulate financial management policies to enhance operating efficiency of the institution and control operating cost according to operating conditions of the institution .
Level	5
Credit	6 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Relevant knowledge on financial management</p> <p>Be able to</p> <ul style="list-style-type: none"> • Understand the goals of financial management and accounting standards • Understand analysis on financial statements • Understand financial planning and budget forecast • Understand the elements of capital budgeting • Understand operating costs and budget of service unit • Understand relevant standards on service quality as stipulated by regulatory authorities and laws, including <ul style="list-style-type: none"> ○ Service Quality Standards (SQS) and Criteria ○ Funding and Service Agreements (FSAs) and Service Documents (SDs) ○ Lump Sum Grant Manual ○ Lotteries Fund Manual <p>2. Formulate financial management policies</p> <p>Be able to</p> <ul style="list-style-type: none"> • Assess the financial needs of different departments and allocate funds accordingly • Calculate operational budgets of different units, including <ul style="list-style-type: none"> ○ Recurrent expenditure ○ Service expenditure ○ Staff expenditure (including salaries, welfare, subsidies and MPF etc.) ○ Nonrecurring expenditure ○ contingency reserve • Formulate clear procedures regarding financial issues, such as: <ul style="list-style-type: none"> ○ Approval procedures of high-value expenses ○ Petty cash ○ Financial authority of each unit, such as upper limit of expenses without approval from finance office ○ Construction and facilities ○ Small-scale maintenance work • Design template forms for managing financial resources (including authorization regarding financial resources, entrustment and approval) and financial monitoring • Identify responsibilities of financial staff • Formulate measures to avoid conflicts of interest, such as requiring all financial executive committee member to declare any potential conflicts of interest • Perform internal review and hire external auditor to review the accounting books • Formulate content of financial report and items to be included

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	<ul style="list-style-type: none"> • Ensure the financial records are properly stored and updated, so that authorized personnel of regulatory authorities and Audit Commission may review any time • Review and monitor the institution's financial status regularly, improve operating efficiency to better utilize the resources and prevent abuse or fraudulent behaviours <p>3. Exhibit professionalism</p> <p style="padding-left: 20px;">Be able to</p> <ul style="list-style-type: none"> • Ensure long-term benefits of the institution when formulating financial management policies • Adopt professionalism, deter any abuse or fraudulent behaviour by means of financial management policies and measures
Assessment Criteria	<p>The integrated outcome requirement of this Unit of Competency is:</p> <ul style="list-style-type: none"> • Ability to analyse thoroughly and assess the institution's status in terms of service provision, formulate relevant financial management policies, allocate resources effectively to enhance operating efficiencies of the institution.
Remark	