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

Functional Area - Management

Title	Formulate Policies on Quality Management
Code	106196L6
Range	This unit of competency is applicable to employees in the elderly care service industry who are responsible for service management. This competency involves the ability of critical analysis, reorganization, assessment and integration of information from various sources. Employees are required to integrate and analyse information relevant to quality management with respect to various services provided by the institution; formulate quality management policies and standards; ensure the institution provides outstanding services, the quality of which shows continuous improvement.
Level	6
Credit	3 （For Reference Only）

Competency	Performance Requirements
	1. Relevant knowledge on formulating policies on quality management
	
	      Be able to
	• Understand the concepts and principles of service quality management, for example,
	    ○ Total Quality Management
	    ○ Continuous Quality Improvement
	    ○ Six Sigma
	    ○ Quality Assurance
	• Understand the principles and importance of outstanding management, for example,
	    ○ Customer-oriented
	    ○ Continuous improvement
	    ○ Participation of all staff
	• Understand the services of the institution, including mission, objectives, core values and aims
	• Understand the details of various services and workflow of the institution
	• Understand who the service users of the institution are, including elderlies, their carers and families, and staff
	• Understand the needs of the service users
	• Understand the operational strategies of institution
	• Understand the methods and skills to formulate service quality standards (SQSs)
	• Understand the factors affecting the service quality of the institution
	• Understand the concepts of quality client service
	• Understand the standards required by regulatory authorities regarding service quality and other relevant international standards
	• Understand the quality of services provided by other institutions in the industry
	• Understand the current development trends of the elderly care service industry
	
	2. Formulate quality management policies
	
	      Be able to
	• Formulate quality standards that are feasible and applicable to the services provided by the institution, while incorporating SQSs required by the Social Welfare Department and making references to other international standards, so as to ensure consistency and excellence in service quality
	• Analyse the operational strategies of the institution, development trends of the industry and objectives of the institution; formulate relevant service standard procedures and guidelines addressing specifically the services provided by the institution, covering:

Functional Area - Management

	○ Day-to-day operations, for example, service application procedures, daily cleaning tasks. ○ Nursing services, for example, infection control measures, formulation of elderly nursing plan ○ Human resources, for example, staff training, staff performance assessments, recruitments ○ Data management, for example, management of elderlies' medical records, procedures for handling personal data ○ Environmental safety, for example, fire drills, occupational safety, facility inspections ○ Financial management, for example, operational budgets, financial reports - Formulate client management policies according to target service users of the institution and their needs, ensuring the institution provides outstanding client services - Formulate policies to continuously monitor the service quality of the institution; analyse and evaluate the service performance and quality; ensure continuous improvement of services, for example, ○ Stipulate the types of data to be collected, for example, numbers of hospital admissions, fall accidents ○ Staff performance indicators ○ Require each service unit to submit service performance records ○ Arrange internal assessments/audits - Formulate the procedures for filing and record keeping in regards to the service quality of the institution for future evaluations and improvements - Communicate with fellow institutions within the industry to acquire information on their service quality; compare own service quality with that of other institutions, so as to elevate service quality standards - Evaluate and revise the quality management policies regularly, ensure that the policies cater to the current service workflow and needs of service users, and keep on improving services continuously 3. Exhibit professionalism Be able to - Formulate service quality standards fairly and objectively - Ensure that the quality management policies of the institution keep abreast of the changes in the society - Be sensitive towards the changing needs of service users and the trends in social services; respond quickly by formulating policies accordingly
Assessment Criteria	The integrated outcome requirements of this Unit of Competency are: - Ability to formulate relevant service standard procedures and guidelines that address the specific services provided by the institution, by integrating and analysing information relevant to quality management; - Ability to make reference to other relevant service quality standards; formulate quality standards relevant to the services provided by the institution; ensure consistency in the service provided and standards adhered to; and - Ability to formulate procedures to continuously monitor the service quality of the institution; file the procedural records and relevant information properly so as to enable continuous improvement of the institution's services.
Remark	