

**SKILLS FRAMEWORK FOR HEALTHCARE
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Department Management					
TSC	Department Financial Management					
TSC Description	Manage organisation's short and long-term financial needs					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HCE-FIN-3010-1.1	HCE-FIN-4010-1.1	HCE-FIN-5010-1.1	HCE-FIN-6010-1.1
Knowledge			<ul style="list-style-type: none"> Compliance of financial records with corporate requirements and local statutory requirements Financial operations standards and procedures Billing procedures 	<ul style="list-style-type: none"> Factors and considerations in internal and external environments that impact budget Processes in communicating budget plans and performance to relevant stakeholders for endorsement 	<ul style="list-style-type: none"> Methods of analysing budget history and trends for departments or cross-departments Parameters of budget Means of communication of financial status Stakeholders involved in the budget process Significant issues impacting budget Organisational financial risk philosophy 	<ul style="list-style-type: none"> Types of risk management, control policies and strategies Organisational financial policies Best practices in budgeting and financial management Critical success factors for effective financial management Funding proposal development process
Abilities			<ul style="list-style-type: none"> Comply with day-to-day financial operating procedures Understand implications of noncompliance to financial operating process and procedures 	<ul style="list-style-type: none"> Monitor actual expenses to measure actual against allocated budget Contribute to the development of department budget trends 	<ul style="list-style-type: none"> Determine short and long-term financial needs of departments Formulate financial plans aligned to overall organisational strategies Establish billing guidelines for departments Report findings, recommendations and options to management for review Establish and review costing of services for pricing Monitor budget history and expenses Review cost recovery or profit of department 	<ul style="list-style-type: none"> Set direction for department budget in consultation with relevant stakeholders Align budget plans with organisational strategic plans Review department policies, systems, budget and financial budgets in view of changes in business and operational circumstances Approve or endorse budgets Develop funding proposals Review cost recovery or profit of departments, cross-departments or institutions