

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

TSC Category	Enterprise Risk Management					
TSC	Risk Management					
TSC Description	Oversee the implementation of policies, frameworks and procedures in the department and oversee compliance to them in order to ensure the integrity of operations and manage risks					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HCE-RIM-3020-1.1	HCE-RIM-4020-1.1	HCE-RIM-5020-1.1	HCE-RIM-6020-1.1
			Identify risk events, respond according to risk appetite statements; adhere to implementation procedures and report risks	Review and analyse internal and external influencing factors that may impact risk statements and provide recommendations and possible solutions to mitigate such risks with relevant stakeholders	Refine and communicate risk appetite framework, statements, goals and metrics based on established departmental strategic objectives, processes and internal capabilities	Articulate risk management philosophy and define risk appetite statements based on established organisational strategic objectives, processes, internal capabilities and external environment
Knowledge			<ul style="list-style-type: none"> Processes to identify risks Internal and external risk events Internal and external factors influencing risk Organisation procedures to report risk identified 	<ul style="list-style-type: none"> Risk contexts for risk management processes Tools to identify risks Potential, inherent and residual risks 	<ul style="list-style-type: none"> Risk management philosophy and strategies Issues pertaining to the business environment Categories of departmental objectives Distinction between different levels of departmental strategies Influences and trends that may impact risk management strategies Responsibilities of management in ensuring ongoing effectiveness of risk management Critical success factors for effective risk management Methods for business process re-alignment 	<ul style="list-style-type: none"> Internal and external contexts of the organisation for managing risks Risk management philosophy Risk management strategies that are aligned with organisational policies Criteria of reasonable assurance to achieve organisational objectives

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					<ul style="list-style-type: none"> • Elements of business continuity plans 	
Abilities			<ul style="list-style-type: none"> • Report potential risk events • Identify risk events in service delivery • Adhere to risk control activities to support the implementation of risk management responses 	<ul style="list-style-type: none"> • Collect data and information on potential risk events • Establish risk contexts to define scope of risk management processes in the business units • Analyse risk events in the business units • Identify and select necessary risk response activities to support risk management philosophy • Implement and evaluate risk control activities to support implementation of risk management responses • Implement procedures to inform employees of risk management processes and activities 	<ul style="list-style-type: none"> • Facilitate alignment of departments' risk management strategies to organisation's needs • Refine risk management philosophy and strategies in consultation with relevant stakeholders • Communicate risk management philosophy and strategies to employees • Lead and develop business continuity plans to manage risk 	<ul style="list-style-type: none"> • Establish organisation's internal and external contexts for managing risks • Assess implications of risk management philosophy • Align risk philosophy and strategies with organisational strategic objectives • Refine risk management philosophy and strategies in accordance with organisational guidelines and/or policies • Establish strategies with reasonable assurance • Assess business environment to determine impact on critical business functions, risk management philosophy and vice versa