

**SKILLS FRAMEWORK FOR SOCIAL SERVICE  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

|                                    |   |                |   |  |  |                |
|------------------------------------|---|----------------|---|--|--|----------------|
| <b>TSC Category</b>                | General Management  |                |   |  |  |                |
| <b>TSC</b>                         | Financial Management  |                |   |  |  |                |
| <b>TSC Description</b>             | Manage organisation's short and long-term financial needs. This involves reviewing an organisation's financial risk position and refining the finance and financial risk philosophy of the organisation |                |   |  |  |                |
| <b>TSC Proficiency Description</b> | <b>Level 1</b>  | <b>Level 2</b> | <b>Level 3</b>  | <b>Level 4</b>   | <b>Level 5</b>   | <b>Level 6</b> |
|                                    |   |                | <b>SSC-BIN-3062-1.1-1</b>   | <b>SSC-BIN-4062-1.1-1</b>  | <b>SSC-BIN-5062-1.1-1</b>  |                |
|                                    |   |                | Maintain the day to day operations of the organisation's financial performance and financial risk management  | Facilitate the management of the organisation's financial performance and financial risk management  | Lead the management of the organisation's short and long-term financial performance and financial risk management philosophy   |                |
| <b>Knowledge</b>                   |   |                | <ul style="list-style-type: none"> <li>Finance management</li> <li>Internal controls</li> <li>Compliance of financial records with corporate requirements and local statutory requirements</li> </ul>                                     | <ul style="list-style-type: none"> <li>Financial analysis</li> <li>Financial risk analysis</li> <li>Developing budgets and its considerations</li> </ul>   | <ul style="list-style-type: none"> <li>Developing budgets and its considerations based on internal and external factors</li> <li>Changes in social service sector landscape, trends and needs</li> <li>Changes in legislation relating to financial management for social service organisations</li> </ul>   |                |
| <b>Abilities</b>                   |   |                | <ul style="list-style-type: none"> <li>Maintain the organisation's financial management processes and systems</li> <li>Implement the financial risk measures of the organisation</li> <li>Adhere to finance-related procedures</li> </ul> | <ul style="list-style-type: none"> <li>Develop short-term financial needs and financial priorities based on organisation's financial performance and needs</li> <li>Analyse short and long term financial implications of the organisation</li> <li>Facilitate the organisation's financial management processes and systems in compliance with corporate requirements, local statutory requirements and industry statutory requirements</li> <li>Facilitate financial strategies to improve organisational financial performance</li> </ul> | <ul style="list-style-type: none"> <li>Formulate short and long-term financial needs and financial priorities based on organisation's financial performance and needs</li> <li>Drive the organisation's financial management processes and systems in compliance with corporate requirements, local statutory requirements and industry statutory requirements</li> <li>Drive financial strategies to improve organisational financial performance and ensure alignment with the larger organisation strategy</li> <li>Formulate finance and financial risk philosophy for the organisation</li> </ul> |                |

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|  |  |  |  | <ul style="list-style-type: none"> <li>• Develop the financial risk measures of the organisation in line with organisation's short and long-term financial priorities</li> <li>• Develop organisational budget and finances for approval</li> </ul> | <ul style="list-style-type: none"> <li>• Devise the risk appetite of the organisation in line with organisation's short and long-term financial priorities</li> <li>• Provide direction and approval of organisational budget and finances</li> </ul> |  |
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