NGO Organizational Health Assessment Report

NGO ABC 2020-12-01







Part A:

McKinsey's Organizational Health (OHI) and NGO Organizational Health Assessment Framework (NOHAF)

Part B:

Finding from NGO ABC



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McKinsey's Organizational Health Index (OHI)

Organizational Health Index (OHI) is McKinsey's proprietary tool focusing on 9 core elements that drive organizational health...



Academic review

- •834 books and articles reviewed
- 219 fact-based insights



Organizational health survey

•600+ organizations and 280,000+ responses across industries and geographies



Business experience

- •Input from 100+ client individuals
- •30+ interviews with functional leaders across all disciplines

Reference:

Keller, S., & Price, C. (2011). Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage. Hoboken, N.J: Wiley. McKinsey & Company. Organizational Health Index. Retrieved from <u>https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index</u>

McKinsey's Organizational Health Index (OHI)

Performance vs. Health – where are we?



Performance

What an organization delivers to stakeholders in **mission delivery** and **operational** terms. (e.g., budget targets, efficient and effective services)



Health

The ability of an organization to **align**, **execute**, and **renew** itself to **sustain** exceptional performance over time.

McKinsey's Organizational Health Index (OHI)

McKinsey's Organizational Health Index (OHI) is a framework that measures the health of an organization based on the organization's abilities of **execution**, **alignment** and **renewal**.

Execution	Alignment	Renewal	
How does the organisation execute against its strategy and deliver its services?	Where is the organisation headed, what is its purpose, strategy, and how supportive is its internal environment?	How does the organisation understand, interact, respond, and adopt to its situation and external environment?	

Different practices are separately measured on how they contribute to these outcomes and drive organizational health

Outcomes



The Organizational Health Index characterizes health in terms of specific outcomes

However, it separately measures the practices that contribute to these outcomes, and hence examines the real drivers of health

Practices

Direction

- Shared vision
- Employee involvement
- Strategic clarity

Leadership

- Supportive
- Consultative
- ✤ Challenging
- ✤ Authoritative

Culture and climate

- Open & trusting
- Creative and entrepreneurial
- Internally competitive
- Operationally disciplined

Accountability

- Personal ownership
- ✤ Role clarity
- Performance contracts
- Consequence management

Coordination and control

- Financial management
- Professional standards
- Risk management
- People performance review
- Operational management

Capabilities

- Talent acquisition
- Talent development
- Process based
- Outsourced leadership

Motivation

- Open & meaningful values
- Inspirational leaders
- Career opportunities
- Financial incentives
- Rewards and recognition

Innovation and learning

- Top-down innovation
- Bottom-up innovation
- Knowledge sharing
- Capturing external ideas

External orientation

- Government & community relations
- Competitive insights
- Customer focus
- Business partnerships

The results have suggested strong correlation with organization's sustainability



Outcomes will determine organization's long-term

Some Key Findings

success

Evidence

Bottom-quartile organizations (in outcomes) are more than 2 times less likely to achieve above average organizational performance (e.g., growth, financial performance)



Organization outcomes are driven by management practices A single not-effective practice reduces the likelihood of distinctiveness of an outcome by 50+%



Distinctiveness in a few management practices is key

Likelihood of top quartile organisational performance plateau at 80% after achieving 4 to 5 distinctive practices



A Tailor-made Version for NGOs – The NGO Organizational Health Assessment Framework (NGO-OHA) Organizational Health Index Framework – 37 Practices with 111 management styles and actions

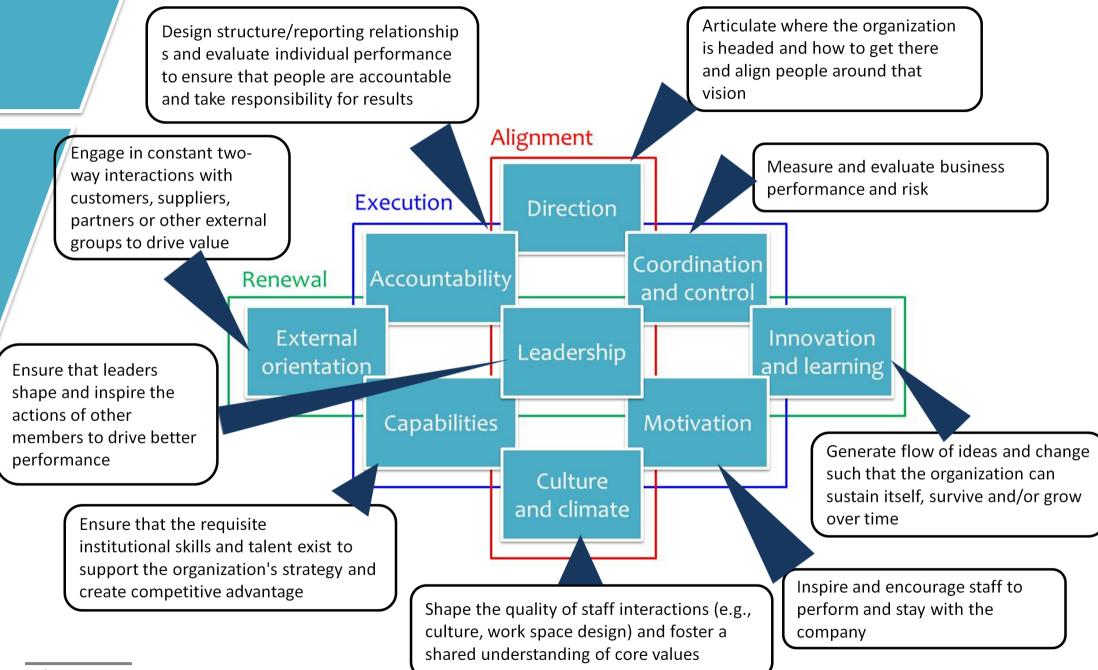
NGO Organizational Health Assessment Framework (NGO-OHA) – <u>33</u> Foundation Practices with <u>50</u> management styles and actions



2012 vs 2018

Content	2012	2018	
Partner	McKinsey and HKCSS	HKU-ExCEL3 and HKCSS (Inspired by McKinsey's Model)	
Practices questions	111 (37 dimensions)	50 (33 dimensions)	
Outcomes questions	53 (9 outcomes)	48 (9 outcomes)	
Average survey completion time	50 minutes	30 minutes	
Total number of Questions	164	98	
Questionnaire Administration	McKinsey	HKCSS	
Re-use of Questionnaire for NGOs	No	Yes Free	
Number of Participating NGOs (Respondents) in Pilot Run	8 (1,055)	5 (1,267)	
Validity and Reliability	N/A	The validity and reliability were tested by Confirmatory Factor Analysis and Cronbach's Alpha, the result was satisfactory.	

9 components are categorized in 3 clusters



Reference:

Keller, S., & Price, C. (2011). *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage.* Hoboken, N.J: Wiley. McKinsey & Company. *Organizational Health Index*. Retrieved from <u>https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index</u>.

Descriptions of the 33 practices (1/3)

Outcome	Practice	Description
Direction	1. Shared vision	 Setting the direction by creating and communicating a compelling, vivid image of what the future will look like
	2. Employee involvement	2. Engaging employees in dialogue on the direction of the organization and discussing their part in making it happen
	3. Strategic clarity	3. Articulating a clear direction and strategy for winning, and translating it into specific goals and targets
Leadership	4. Supportive leadership	 Leaders build a positive environment characterized by team harmony, support, and caring for employees' welfare
	5. Consultative leadership	 Leaders involve and empower employees through communication, consultation, and delegation
	6. Challenging leadership	Leaders encourage employees to take on tough challenges and do more than they thought were possible
	7. Authoritative leadership	 Leaders emphasize hierarchy and managerial pressure to get things done
Culture	8. Open and trusting	8. Encouraging honesty, transparency, and candid, open dialogue
and climate	9. Creative and entrepreneurial	9. Supporting innovation, creativity, and initiative-taking
	10. Internally competitive	 Emphasizing results and achievement, with a healthy sense of internal competition to drive performance
	11. Operationally disciplined	 Fostering clear behavioral and performance standards, with close monitoring of adherence to those standards

Reference:

HKCSS & HKU-HKJC ExCEL3. *NGO CEO Competency Model*. Retrieved from <u>http://hkcsshkuexcel3.com/ceocompetencymodel/en/index.php</u> McKinsey & Company. *Organizational Health Index*. Retrieved from <u>https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index</u>

Descriptions of the 33 practices (2/3)

Outcome	Practice	Description
Accountability	12. Personal ownership	 Accountability driven by a strong sense of individual ownership and personal responsibility
	13. Role clarity	13. Accountability driven by clear structure, roles, and responsibilities
Coordination and control	14. Financial management	14. Focus on financial KPIs and the effective allocation and control of financial resources to monitor and manage performance
	15. Professional standards	15. Use clear standards, policies, and rules to set behavioral expectations and enforce compliance
	16. Risk management	 Identify and mitigate anticipated risks and respond rapidly to unexpected problems as they arise
	17. People performance review	 Use formal performance assessments, feedback, and tracking to coordinate and control flows of talent
	18. Operational management	 Focus on operational KPIs, metrics, and targets to monitor and manage business performance
Capabilities	19. Talent acquisition	19. Hiring the right talent
•	20. Talent development	20. Developing employees' knowledge and skills
	21. Process-based capabilities	21. Embedding capabilities and know-how through codified methods and procedures (e.g., training manuals, SOPs)
	22. Outsourced expertise	22. Using external resources to fill capability gaps (e.g., consultants, vendors, business partners)

Reference:

HKCSS & HKU-HKJC ExCEL3. *NGO CEO Competency Model*. Retrieved from <u>http://hkcsshkuexcel3.com/ceocompetencymodel/en/index.php</u> McKinsey & Company. *Organizational Health Index*. Retrieved from <u>https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index</u>

Descriptions of the 33 practices (3/3)

Outcome	Practice	Description
Motivation	23. Meaningful values	 Appealing to compelling and personally meaningful values to motivate employees
	24. Inspirational leaders	24. Inspiring employees through encouragement, guidance, and recognition
	25. Rewards and recognition	25. Providing nonfinancial rewards and recognition to encourage high performance
Innovation and learning	26. Top-down innovation	26. Driving innovation and learning through high-priority initiatives sponsored by senior leaders
	27. Bottom-up innovation	 Encouraging and rewarding employee participation in the development of new ideas and improvement initiatives
	28. Knowledge sharing	28. Enabling collaboration and knowledge sharing in the organization
	29. Capturing external ideas	29. Importing ideas and best practices from outside the organization
External orientation	30. Government and community relations	30. Developing strong relationships with the public, local communities, government, and regulatory agencies
	31. Competitive insights	 Acquiring and using information about competitors to inform business decisions
	32. Customer focus	32. Understanding customers and responding to their needs
	33. Business partnerships	33. Building and maintaining a network of external business partners

Reference:

HKCSS & HKU-HKJC ExCEL3. *NGO CEO Competency Model*. Retrieved from <u>http://hkcsshkuexcel3.com/ceocompetencymodel/en/index.php</u> McKinsey & Company. *Organizational Health Index*. Retrieved from <u>https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index</u>

How "Outcomes" and "Practices" are determined and help describe organizational performance

Definitions and methodology	How the words a	re represente	d
Outcomes		Number o	of Respondents
 ❖ The extent to which an organization is <u>effective</u> within a particular element ❖ Determined by level of agreement with questions that make a positive performance assertion ✓ Example question: This company's vision is understood by its staff (1 = strongly disagree, 5 = strongly agree) 	Selected Strongly Agree/ Agree	Satisfactory =/> 50%	Attention Needed < 50%
Practices			
 ❖ The choice of emphasis or style of practices employed in order to deliver organizational performance ❖ Determined by reported <u>frequency</u> a practice occurs while delivering performance ✓ Example question: Management actively solicits staff involvement in setting this company's direction (1 = never, 5 = always) 	Selected Always/ Often		

For the pilot run of 5 participating NGOs in 2018, the average score of the 9 outcomes was 46%. The highest scoring outcome was **External Orientation (54.8%)** while the lowest scoring outcome was **Coordination and Control (40.5%)**.

Reference

HKCSS & HKU-HKJC ExCEL3. *NGO CEO Competency Model*. Retrieved from <u>http://hkcsshkuexcel3.com/ceocompetencymodel/en/index.php</u>

Keller, S., & Price, C. (2011). *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage*. Hoboken, N.J: Wiley.

McKinsey & Company. *Organizational Health Index*. Retrieved from <u>https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index</u>

HKCSS Institute (2014)。《社會服務機構的健康檢查-做好「協調」與「創新」 實踐 機構使命》。取自 <u>https://institute.hkcss.org.hk/zh-hk/advancement-of-</u> learning/article-sharing/detail/41

HKCSS Institute (2019)。《「NGO 機構健康評估」可靠並帶出反思 有助機構永續服務》。取自 <u>https://institute.hkcss.org.hk/zh-hk/advancement-of-learning/article-sharing/detail/91</u>



Part A:

McKinsey's Organizational Health (OHI) and NGO Organizational Health Assessment Framework (NOHAF)

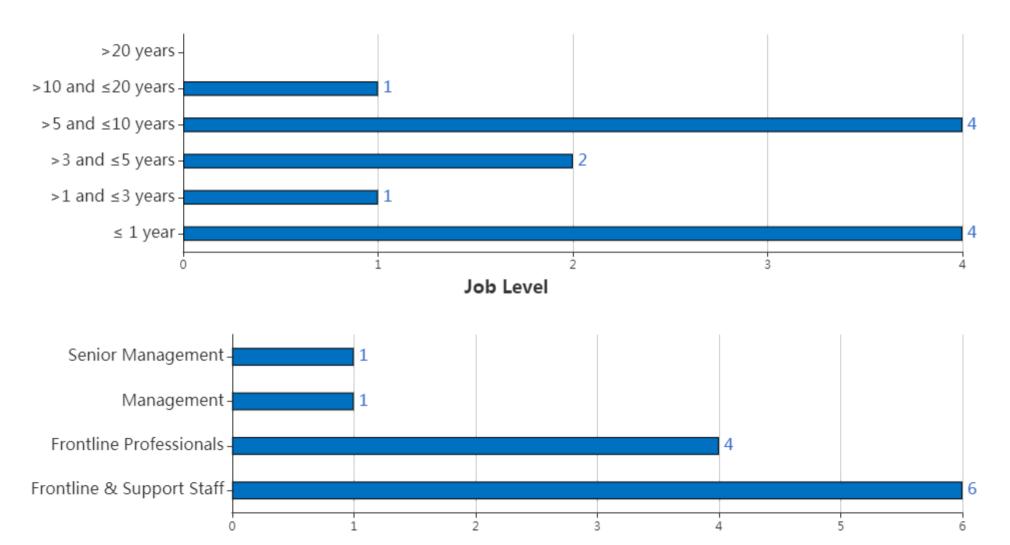
Part B:

Finding from NGO ABC

General background information

Total number of Respondent: [12 / 34 = 35.29%] response rate Data Collection Period: [2020-12-17 - 2021-03-09]

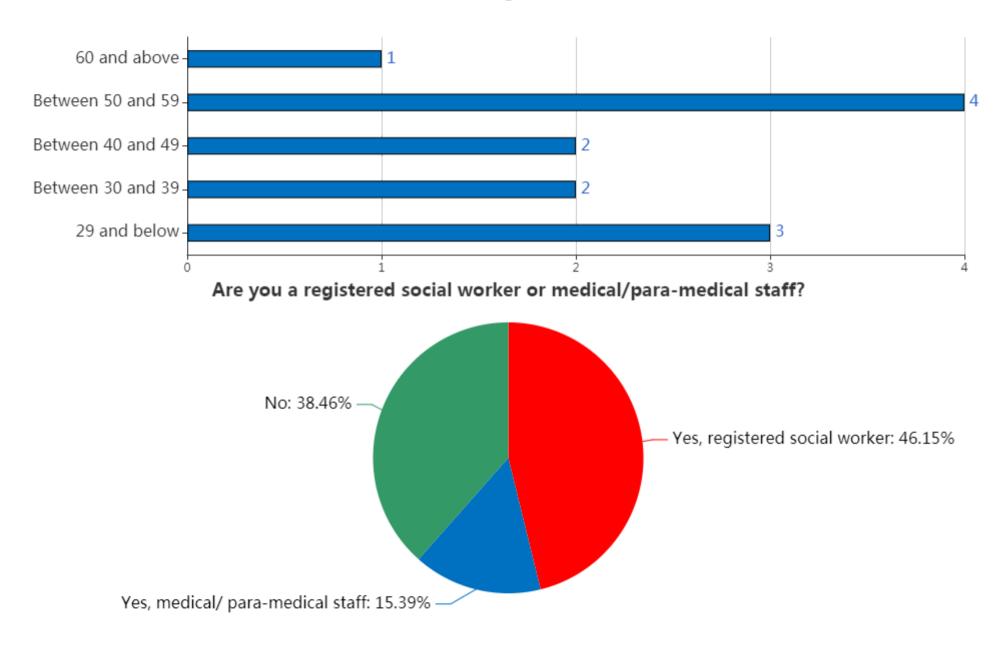
The basic information of invited staff participated in the survey



Years of Service

Service Type





Age

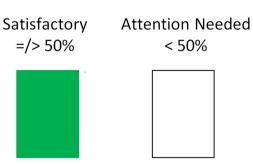
Outcome -How Healthy NGO ABC is



A single score that tells you how effective your organisation is – and how its current and future ability to perform

Average of Percentage of the 9 outcomes

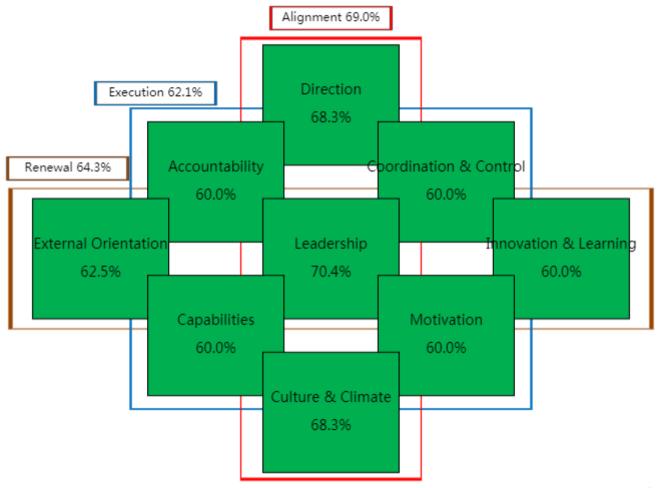
Percentage of respondents that selected "Strongly agree" or "Agree" with the Outcome Selected Strongly Agree/ Agree



Number of Respondents

Outcome -

How Healthy NGO ABC is



Summary of NGO ABC

- \Box 9 effective outcomes
- □ Highest scoring outcomes is Accountability
- □ Lowest scoring outcomes is External Orientation

outcomes – the elements of health that together indicate the ability of an organisation to <u>align,</u> <u>execute and renew</u> itself to sustain exceptional

performance over time.

Scores for each of the 9

Percentage of respondents that selected "Strongly agree" or "Agree" with the Outcome

= positive performance assertion

Number of Respondents

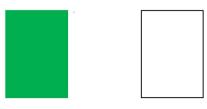
Satisfactory =/> 50%

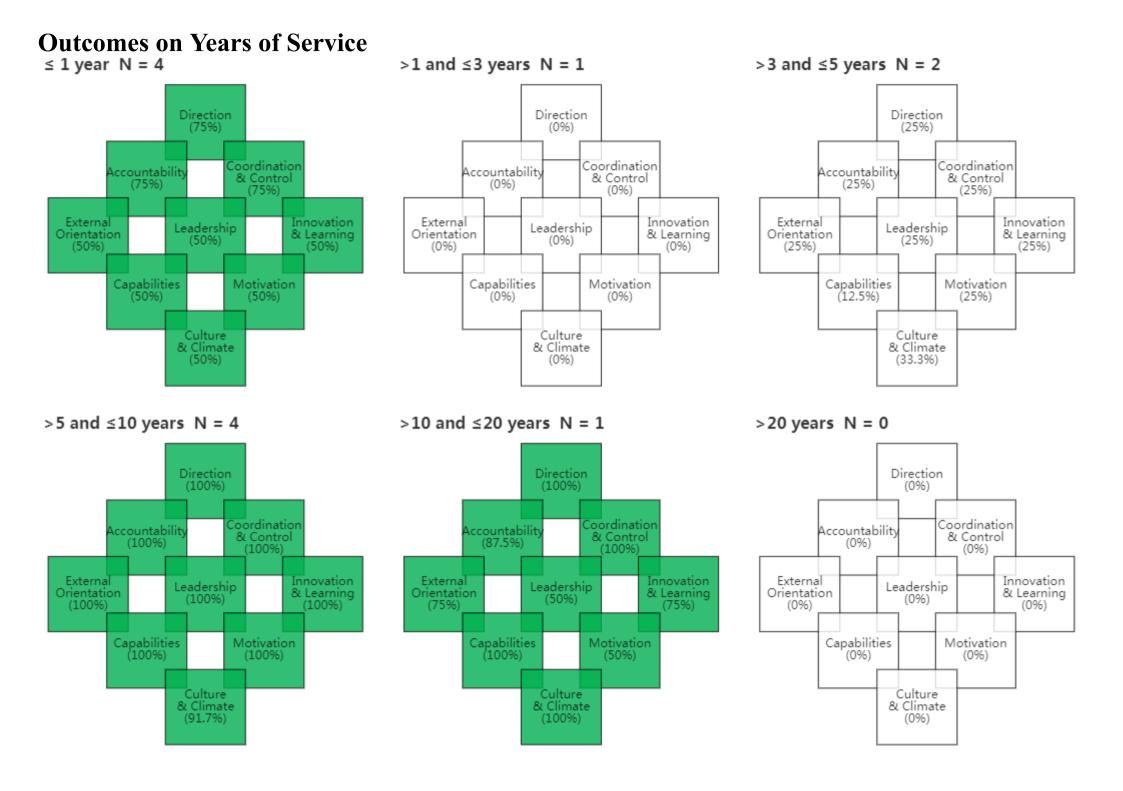
Selected

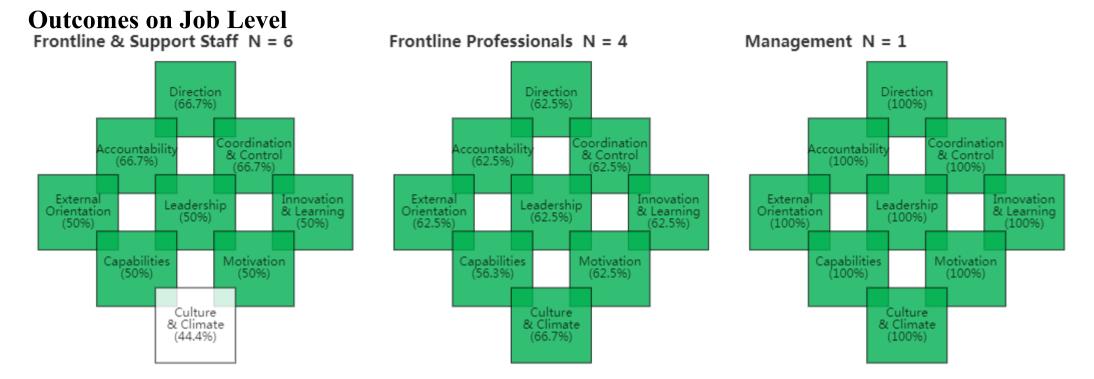
Agree

Strongly Agree/

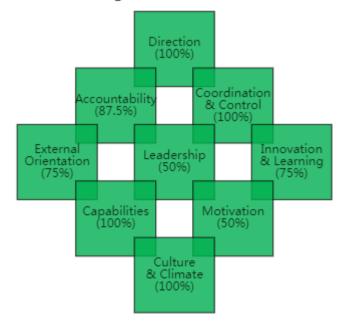
Attention Needed < 50%

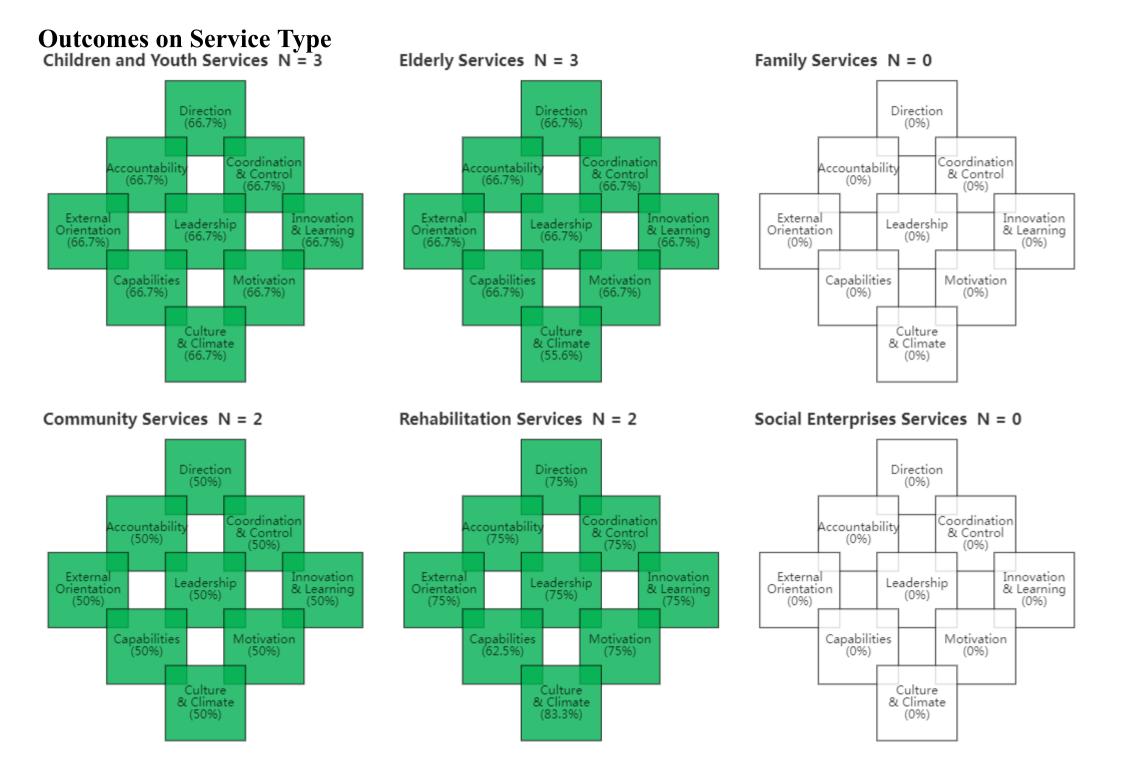




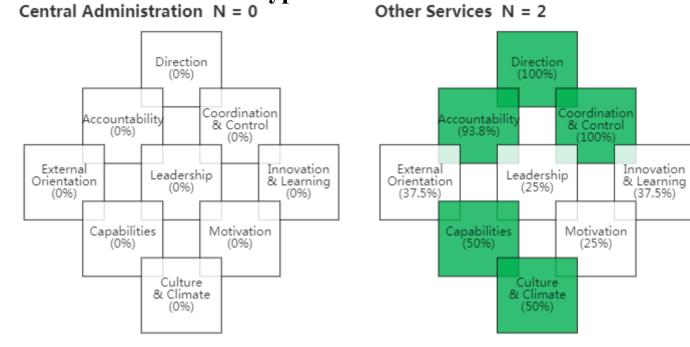


Senior Management N = 1

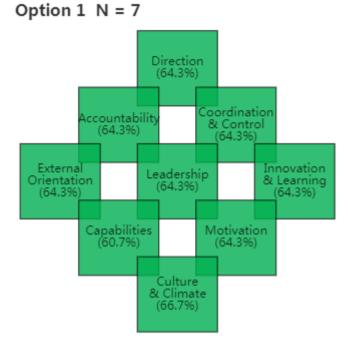


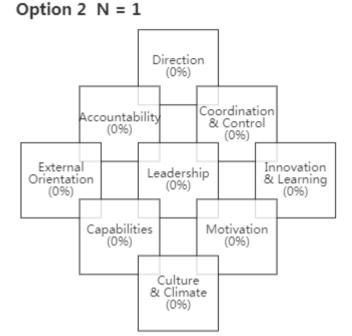


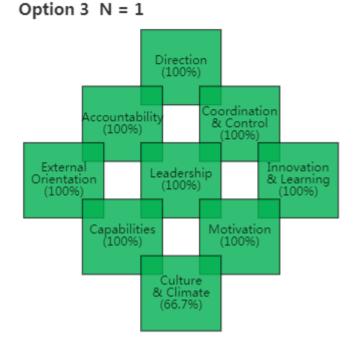
Outcomes on Service Type Central Administration N = 0



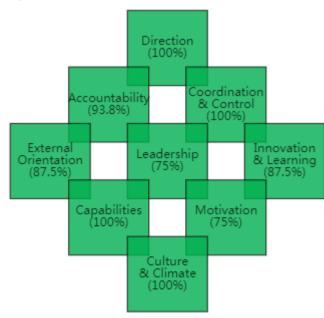
Outcomes on Job Function







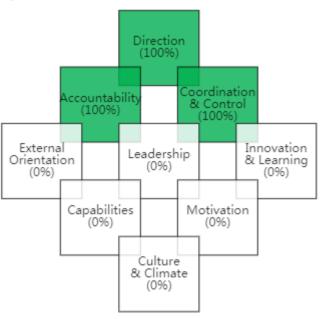
Option 4 N = 2

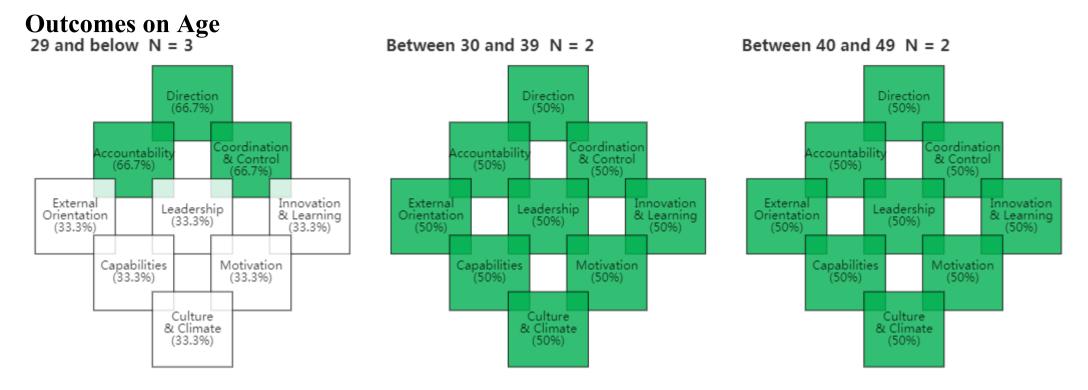


Option 5 N = 0

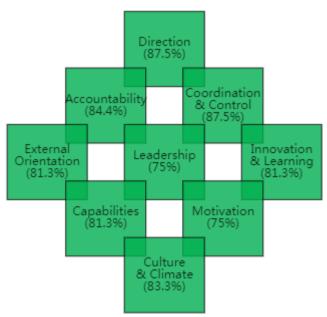


Option 6 N = 1

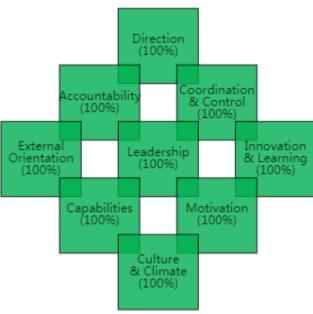


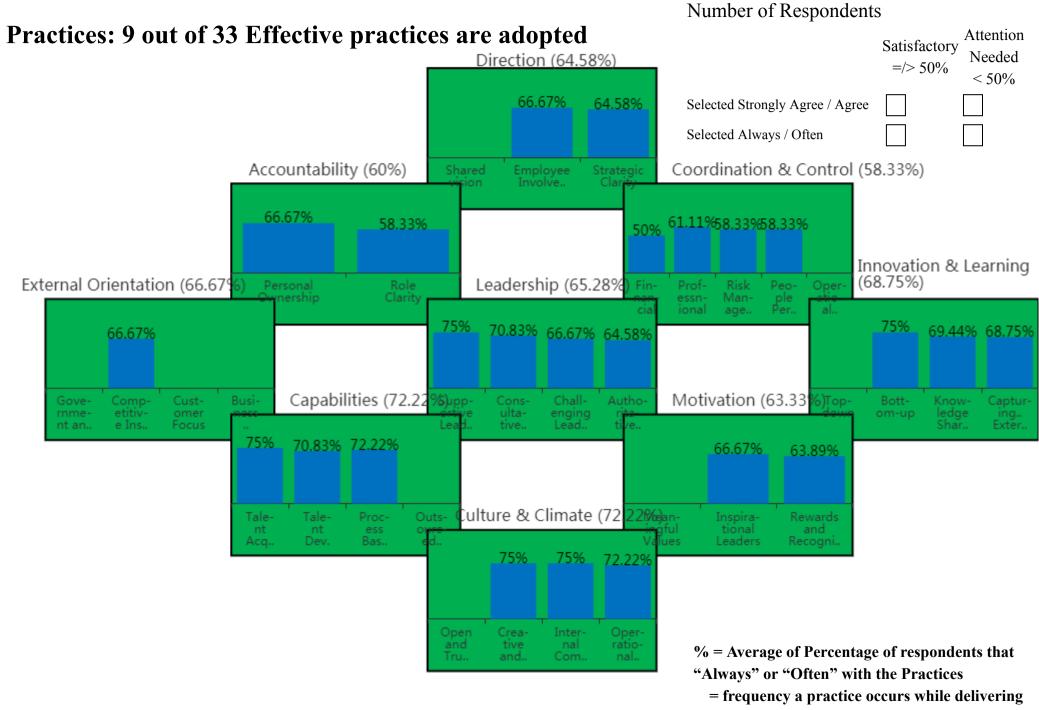


Between 50 and 59 N = 4









performance

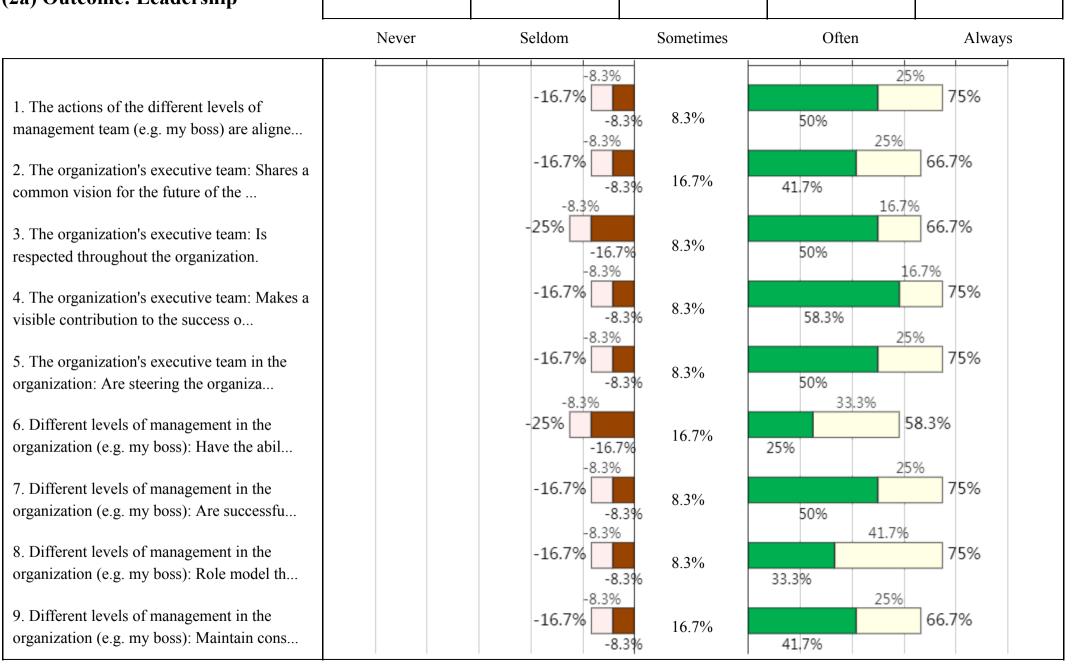
(1a) Outcome: Direction

(1a) Outcome: Direction					
	Never	Seldom	Sometimes	Often	Always
1. The vision for the organization's future is widely understood by its employees.		-8.3% -25% -16.79	16.7%	25% 33.3%	58.3%
2. The organization's vision is meaningful to its employees on a personal level.		-8.3% -25%	8.3%	33.3% 33.3%	66.7%
3. The organization's strategy is aligned with its vision.		-16.7%	16.7% %	33.3%	66.7%
4. The organization's strategy provides clear direction for its employees.		-16.7%	8.3% %	33.3%	75%
5. Employees' work behavior is guided by the organization's strategy.		-16.7%	8.3% %	50%	^{5%} 75%

(1b) Practice: Direction

(1b) Practice: Direction					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The organization's vision is communicated throughout the organization.		-33.3%	7% 8.3%	33.3%	58.3%
2. Management actively solicits employee involvement in setting the organization'		-25%	.3%	41.7%	66.7%
3. Managers develop and use a working language to articulate the direction that is		-16.7% -25%	8.3% .3%	16.7%	66.7%
4. The organization's strategic plan is translated into specific annual operation		-16.7% -25% -8	16.7% .3%	25%	58.3%
5. Management translates its vision for the organization into specific strategic go		-16.7% -25%	8.3% .3%	33.3% 33.3%	66.7%

(2a) Outcome: Leadership



(7h) Prosting I and archin

(2b) Practice: Leadership					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The manager to whom I report: Demonstrates concern for the well-being of employe		-25%	% 16.7%	25%	58.3%
2. The manager to whom I report: Gives employees the autonomy to make their own dec		-25%	% 8.3%	33.3%	66.7%
3. The manager to whom I report: Encourages people to take a solution-oriented appr		-33.3% -16.7% -16.7%	16.7%	33.3% 50 16.7% 41.7%	%
4. The manager to whom I report: Strives to achieve consensus on decisions.		-33.3%	8.3%	16.7%	58.3%
5. The manager to whom I report: Challenges people to stretch themselves		-25%	8.3% %	33.3%	66.7%
6. The manager to whom I report: Drives people to change and adopt more effective w		-25%	16.7% %	25% 33.3%	58.3%

(3a) Outcome: Culture & Climate	Never	Seldom	Sometimes	Often	Always
1. The organization's culture and values are clearly articulated and demonstrated		-25%	% 16.7%	41.7%	58.3%
2. The organization's culture is aligned with its vision, mission and values.		-16.7%	16.7%	50%	66.7%
3. People want to work here because of the culture and work environment.		-16.7%	8.3%	41.7%	75%
4. There is a good atmosphere within the organization.		-16.7%	16.7%	33.3% 33.3%	66.7%
5. The organization's culture positively influences the way people behave.		-16.7%	8.3%	50%	75%

(3b) Practice: Culture & Climate

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Managers in the organization emphasize trust.		-33.3% -25% -8	.3% 8.3%	25% 33.3%	8.3%
2. Management consults with employees on issues that affect them.		-41.7%	8.3%	16.7% 41.7%	6
3. The organization provides opportunities for employees to pursue creative / new i		-25%	8.3% .3%	25%	66.7%
4. Managers encourage employees to experiment with new ideas to improve performance		-25% -25% -25%	.3% 8.3%	25% 41.7%	66.7%
5. Management emphasizes the importance of efficiency and productivity.		-33.3% -8	.3% 8.3%	16.7% 33.3%	8.3%
6. The organization's incentive and recognition systems promote healthy competiti		-41.7%	.3% 8.3%	16.7% 25%	6
7. The organization communicates clear behavioral standards of work (e.g. accuracy,		-33.3% -16.7	16.7%	25% 25%	5
8. Managers closely monitor the operational details of the organization.		-25%	8.3%	41,7%	66.7%

(4a) Outcome: Accountability

(4a) Outcome: Accountability					
	Never	Seldom	Sometimes	Often	Always
1. Employees within the organization know what they will be held accountable for.		-16.7%	.3% 25.0%	25%	58.3%
2. Employees receive clear explanations of what has to be achieved in their jobs.		-16.7%	25.0% 3%	16.7% 41.7%	58.3%
3. Employees within the organization take ownership of the results they are expecte		-16.7%	25.0% 3%	25%	58.3%
4. Employees within the organization have sufficient authority to make decisions.		-16.7%	25.0% 3%	16.7% 41.7%	58.3%
5. Employees within the organization feel trusted to do their jobs well.		-16.7%	16.7% 3%	41.7%	66.7%

(4b) Practice: Accountability

(4b) Practice: Accountability					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Managers create a sense of ownership or belonging to the organization, promoting		-16.7%	16.7% 3%	58.3%	66.7%
2. The organization assigns accountability and decision making authority to the rig		-8.3% -25%	8.3%	33.3%	66.7%
3. Communication between board and leadership reflects mutual respect, and apprecia		-16.7%	16.7% 3%	33.3%	66.7%
4. The organization strives for transparency in its operation and finance disclosur		-8.3% -25%	16.7%	50% 8.3%	58.3%
5. The governing body provides strong direction, support and accountability to the		-16.7%	8.3% 3%	25%	75%

(5a) Outcome: Coordination & Control	Never	Seldom	Sometimes	Often	Always
1. The organization exercises adequate control over its core business activities.		-16.7%	16.7%	33.3%	66.7%
2. Risk is managed effectively in the organization.		-16.7%	33.3% 3%	16.7% 509 33.3%	6
3. The organization's control systems enable us to minimize unexpected performanc		-16.7%	25.0%	25%	58.3%
4. Business performance reviews in the organization is able to identify the causes		-16.7%	25.0% 3%	25%	58.3%
5. Business performance reviews in the organization lead to corrective, follow-up a		-16.7%	16.7%	41.7%	66.7%

(5b) Practice: Coordination & Control	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The organization makes the most efficient and effective use of its funding.		-16.7%	% 8.3%	58.3% 16.7%	75%
2. The organization develops sustainable revenue generating activities (e.g. fundra		-16.7%	% 8.3%	25%	75%
3. The organization communicates clear rules, standards and policies to guide emplo		-16.7% -8.3% -8.3%	% 16.7%	25% 33.3%	66.7%
4. The organization is able to identify potential performance issues and threats be		-16.7%	25.0% %	25% 41.7%	58.3%
5. The organization systematically tracks employees' performance over time.		-25%	16.7%	16.7%	58.3% 6
6. The organization conducts formal program evaluations to measure whether the prog		-16.7% -8.3%	8.3% %	33.3% 41.7%	75%
7. The data collection system is coherently built in across different units and dep		-16.7%	25.0% %	16.7%	58.3%

(6a) Outcome: Canabilities

(6a) Outcome: Capabilities					
	Never	Seldom	Sometimes	Often	Always
1. The organization has the necessary competencies to achieve its strategy.		-33.3% -25% -8.3%	8.3%	16.7% 41.7% 25%	8.3%
2. The organization has employees with the right competencies to deliver its strate		-25%	16.7%		8.3%
3. The organization has the knowledge to deliver its strategy.		-8.3% -25%	25.0%	16.7% 50% 33.3%	5
4. The organization has the processes and systems to deliver its strategy.		-16.7%	16.7% %	41.7%	66.7%
5. The organization appropriately utilizes the capabilities that underpin its compe		-16.7%	16.7% %	50%	66.7%

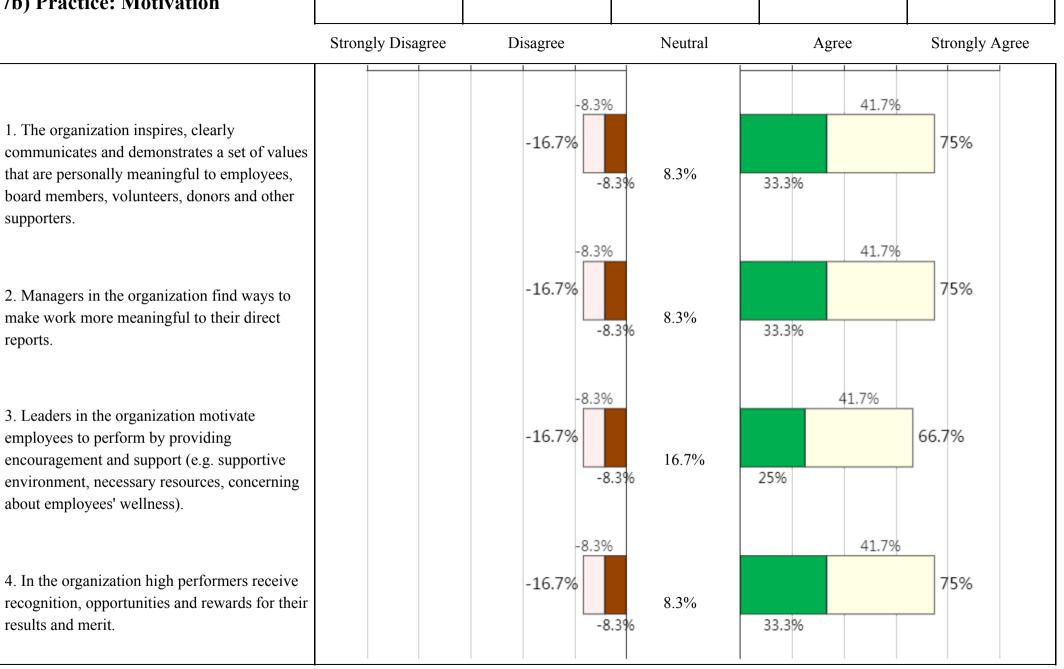
(6b) Practice: Capabilities

(6b) Practice: Capabilities					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The organization recruits, places and retains board members, volunteers and staf		-16.7%	.3% 16.7%	25%	66.7%
2. The organization gives people the training and development they need to be effec		-8.3% -16.7%	.3%	58.3% 16.7%	75%
3. The organization documents knowledge and ideas.		-8.3% -25%	8.3% 7%	41.7% 25%	66.7%
4. The organization develops policies and procedures throughout the organization.		-8.3% -25%	8.3% 7%	41.7% 25%	66.7%
5. The organization forms alliances with others to fill capability gaps.		-16.7%	16.7% .3%	50% 16.7%	66.7%

(7a) Outcome: Motivation

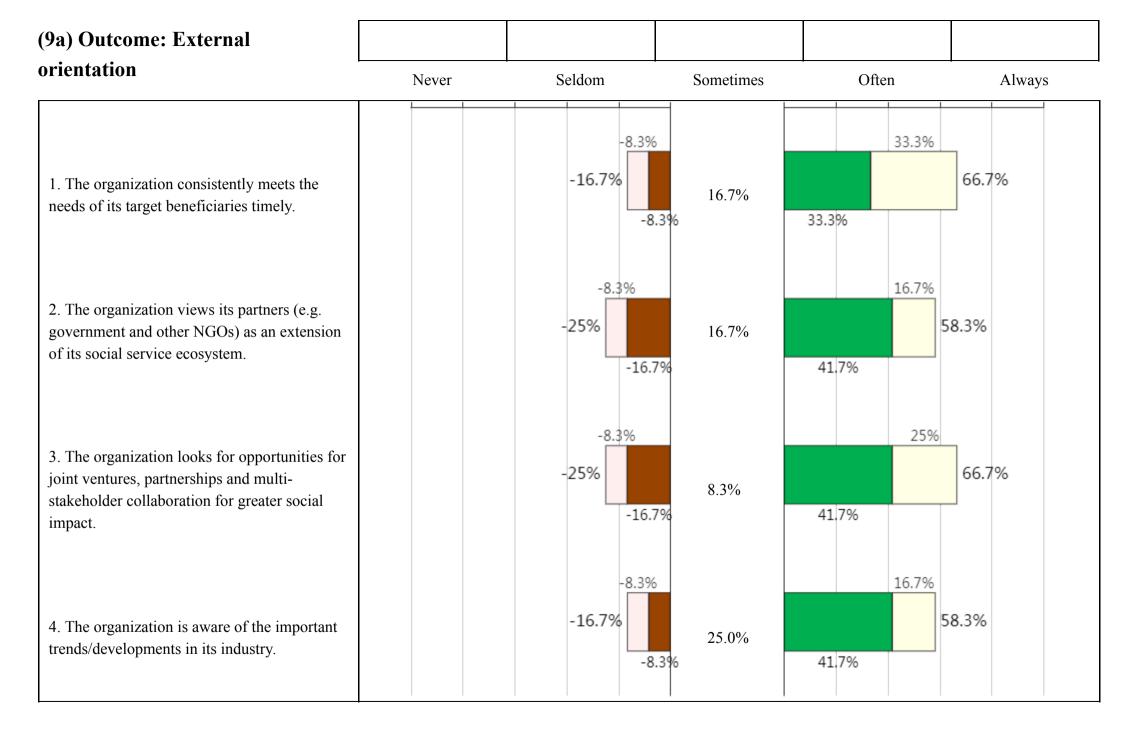
(7a) Outcome: Motivation					
	Never	Seldom	Sometimes	Often	Always
1. The organization's employees are highly motivated.		-16.7%	3% 25.0%	25%	58.3%
2. In the organization, employees are generally enthusiastic about their jobs.		-16.7%	16.7%	50%	66.7%
3. Employees exert extraordinary effort when needed.		-16.7%	25.0%	16.7% 41.7%	58.3%
4. The organization attracts highly talented people to join the organization.		-8.3% -33.3%	8.3%	41.7%	58.3%
5. I feel motivated to achieve my performance goals/targets.		-16.7%	25.0%	25% 33.3%	58.3%

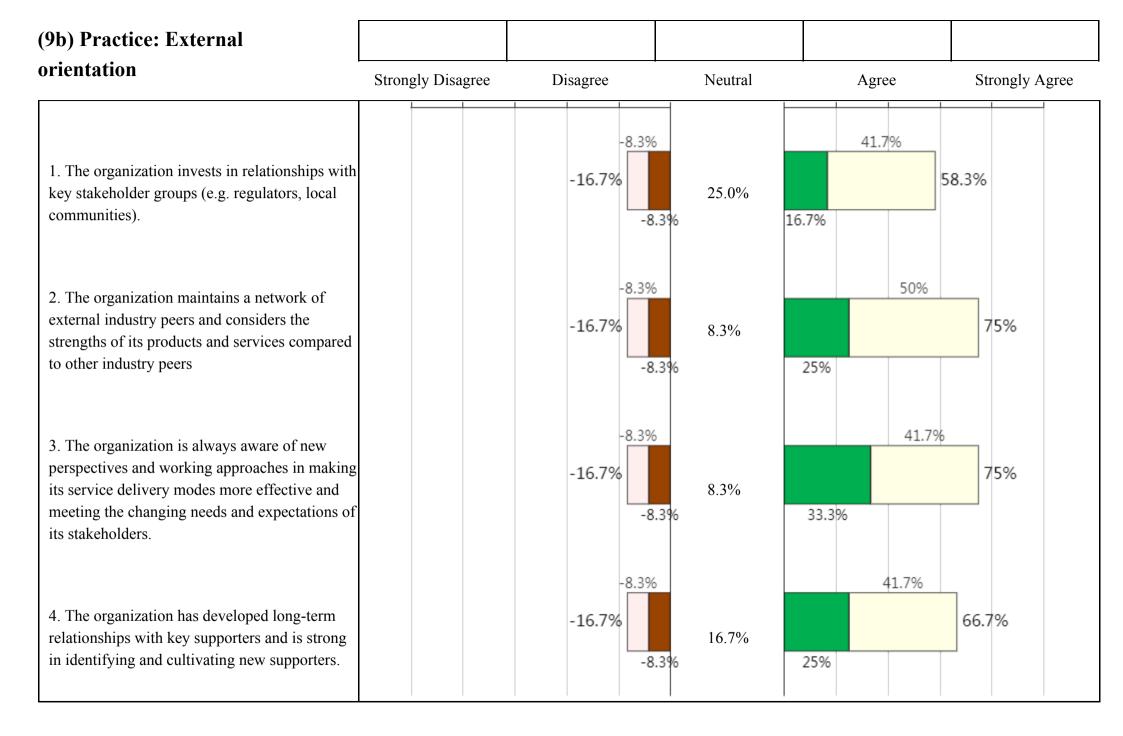
(7b) Practice: Motivation



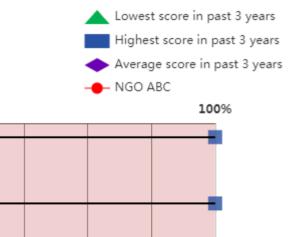
(8a) Outcome: Innovation & [Never	Seldom	Sometimes	Often	Always
		-8.3%		25%	Always
1. The organization generates enough high quality ideas to achieve its goals.		-16.7%	3% 16.7%	41.7%	66.7%
2. The organization effectively adapts to changes in its external environment.		-16.7%	25.0% 3%	25% 33.3%	58.3%
3. The organization readily adopts new ideas to improve its performance.		-16.7%	16.7% 3%	16.7 50%	66.7%
4. The organization changes/improves at a greater rate than its industry does.		-16.7%	25.0% 3%	25%	58.3%
5. Ideas and knowledge are freely shared within the organization.		-16.7%	33.3% 3%	25% 50% 25%	6

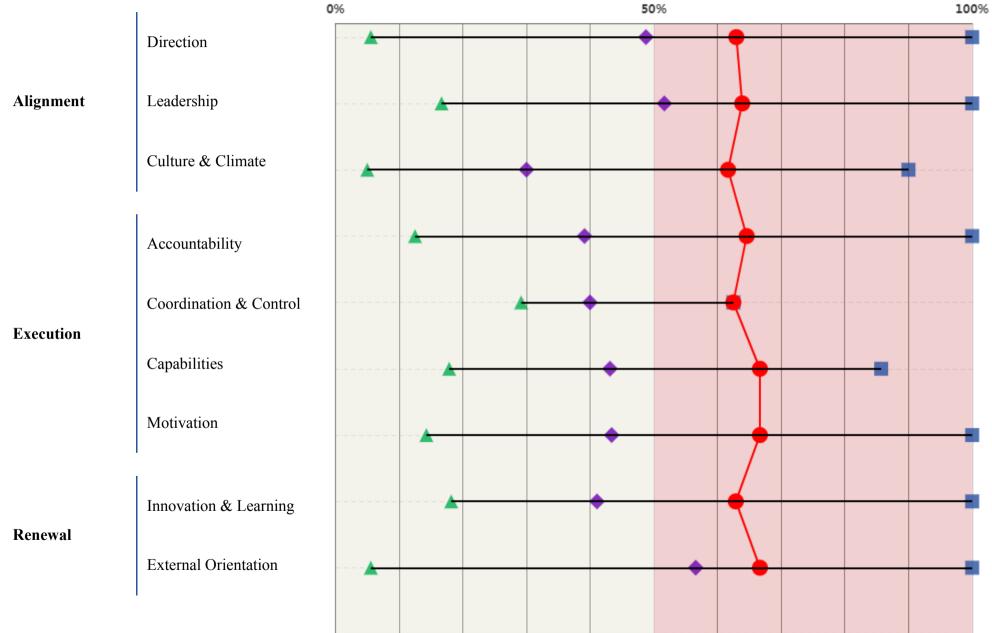
Learning	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Senior management devotes sufficient attention to think about how the organizati		-16.7%	3% 16.7%	25%	66.7%
2. The organization encourages employees different parts of the organization to wor		-16.7%	8.3%	8.3%	75%
3. The organization has clear processes and systems for employees to contribute imp		-25%	16.7%	25%	58.3%
4. The organization encourages the exchange of knowledge and ideas across the organ		-25%	16.7%	41.7%	58.3%
5. The organization uses external contacts and creates active networks with leading		-25%	16.7%	25%	58.3%
6. The organization imports 'best practices' from other organizations and indus		-25%	8.3%	25%	66.7%

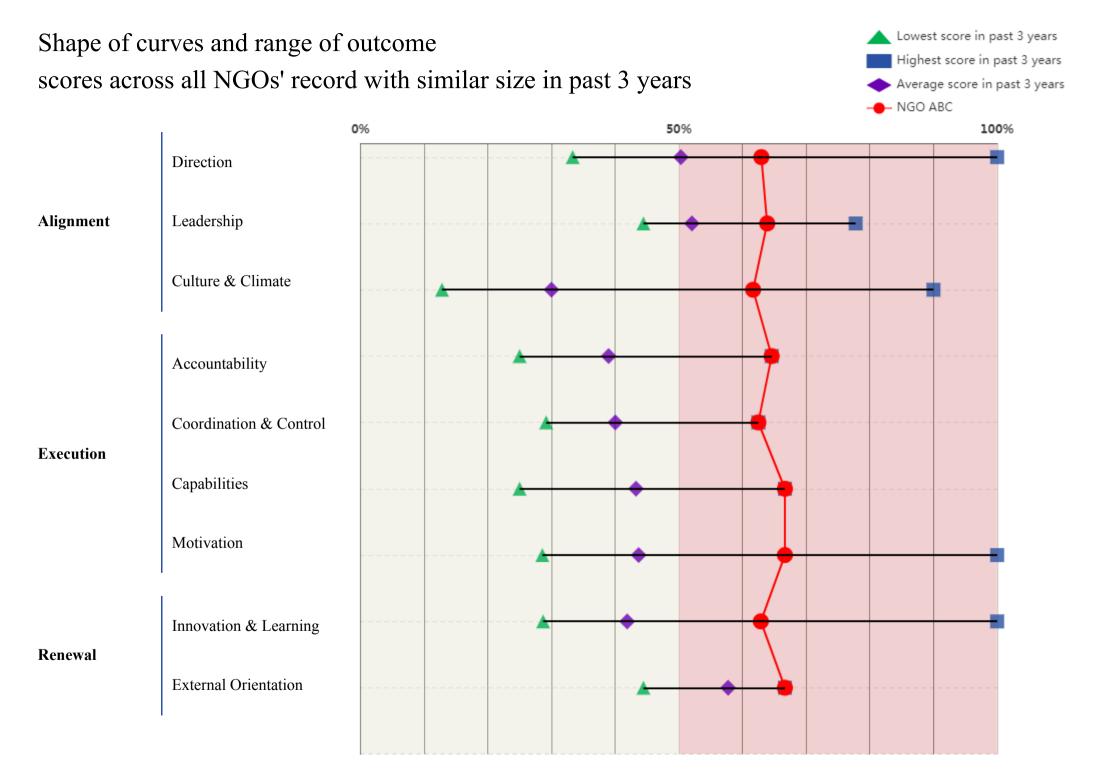


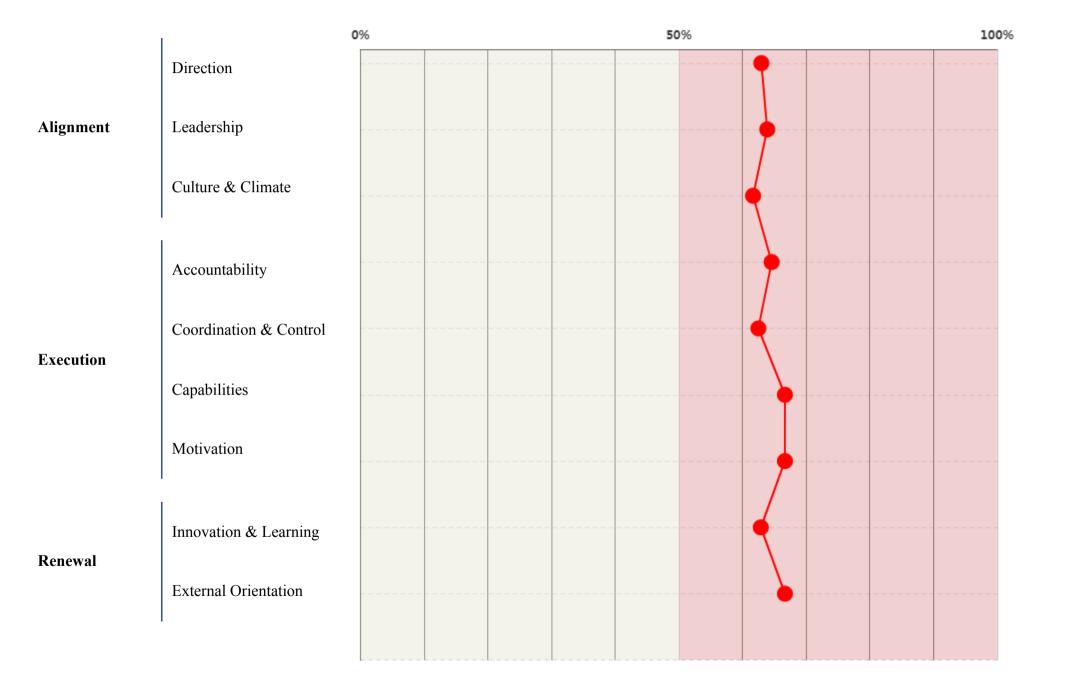


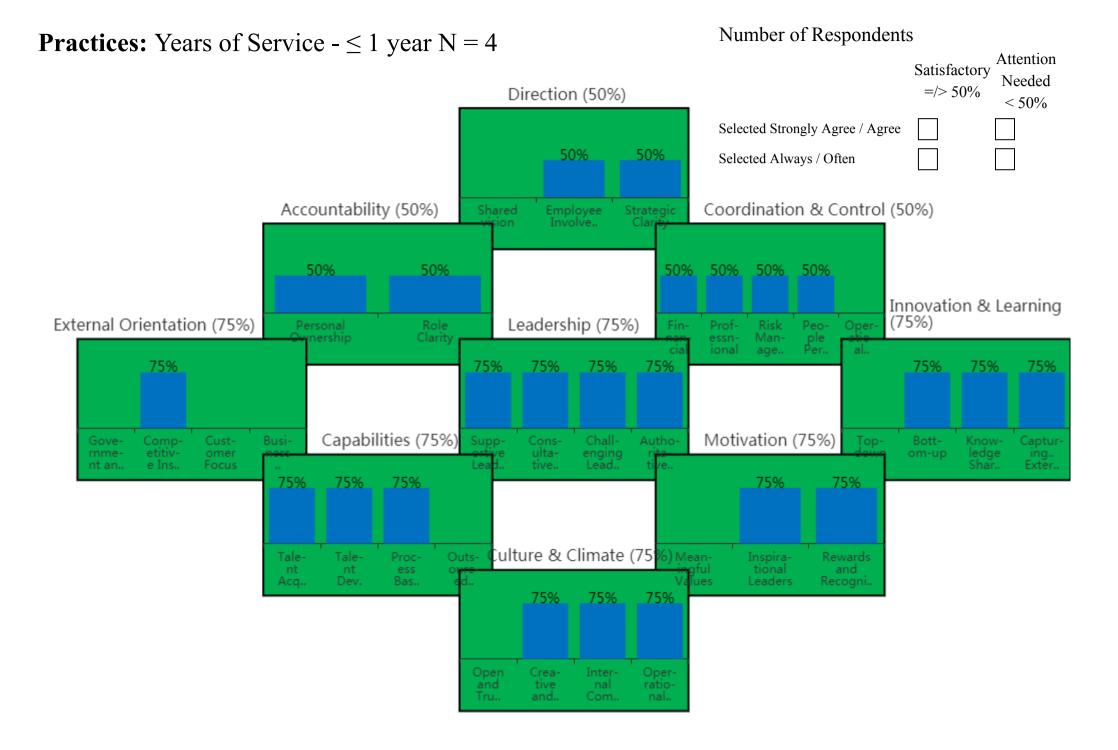
Shape of curves and range of outcome scores across all NGOs' record in past 3 years

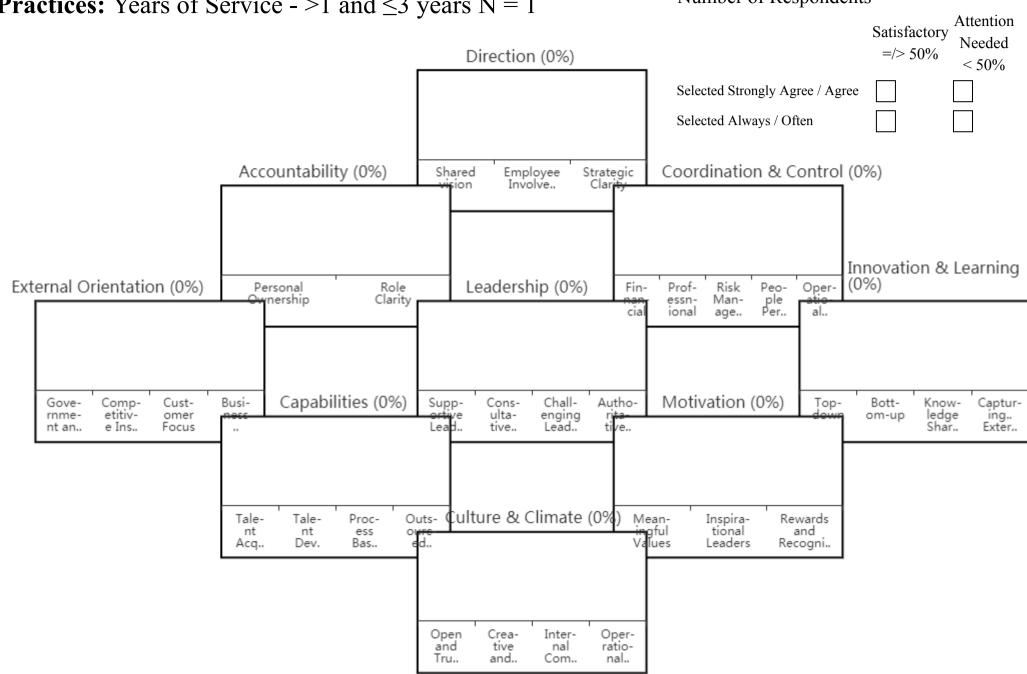




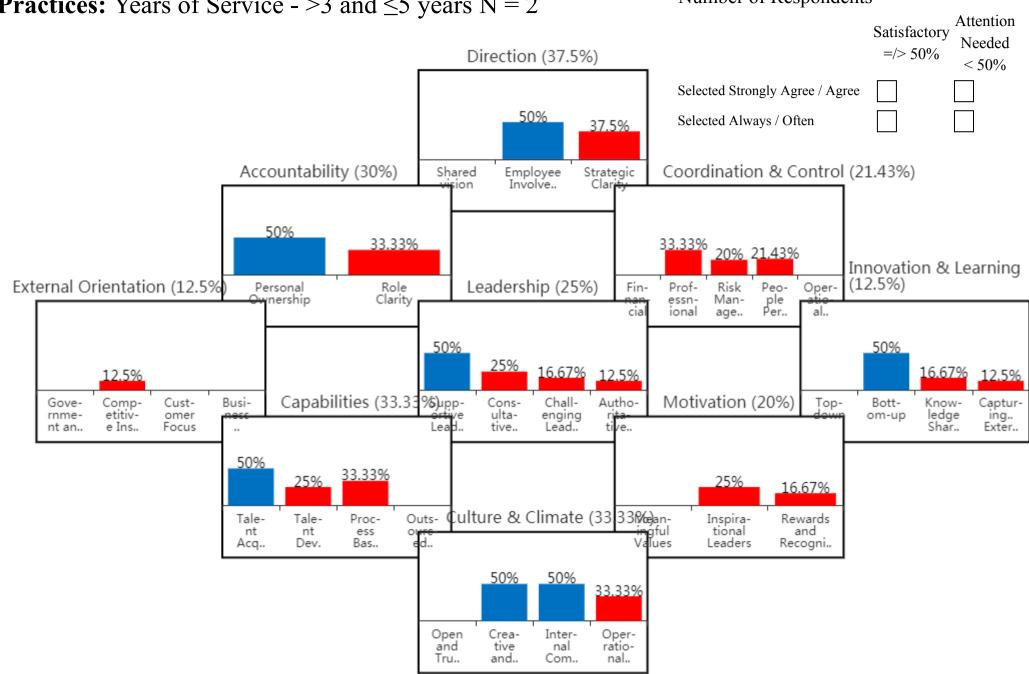




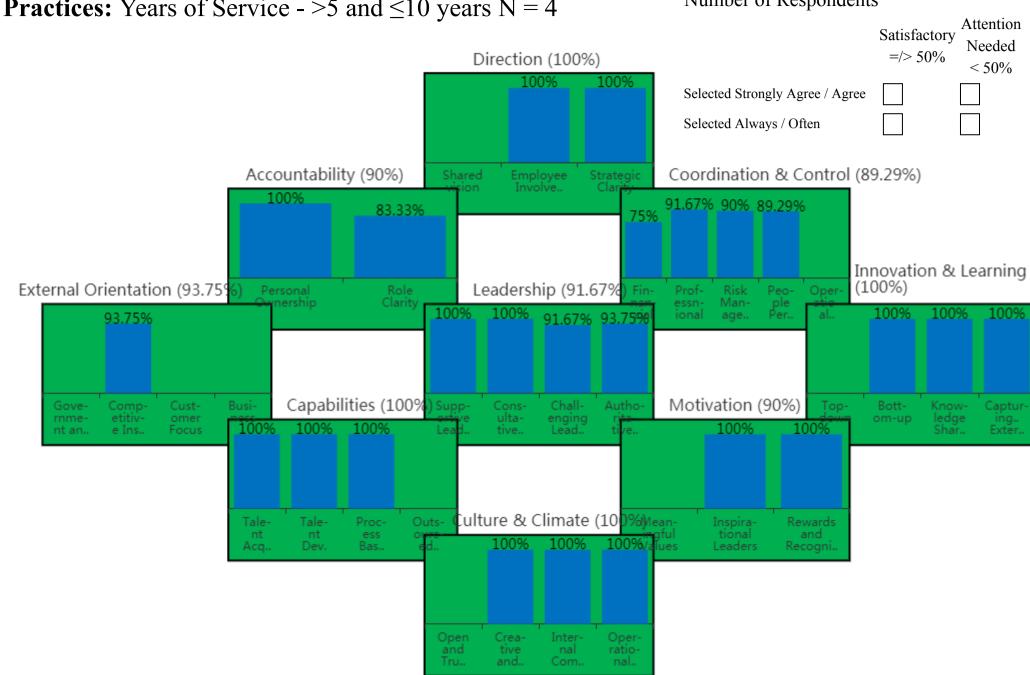




Practices: Years of Service - >1 and ≤ 3 years N = 1

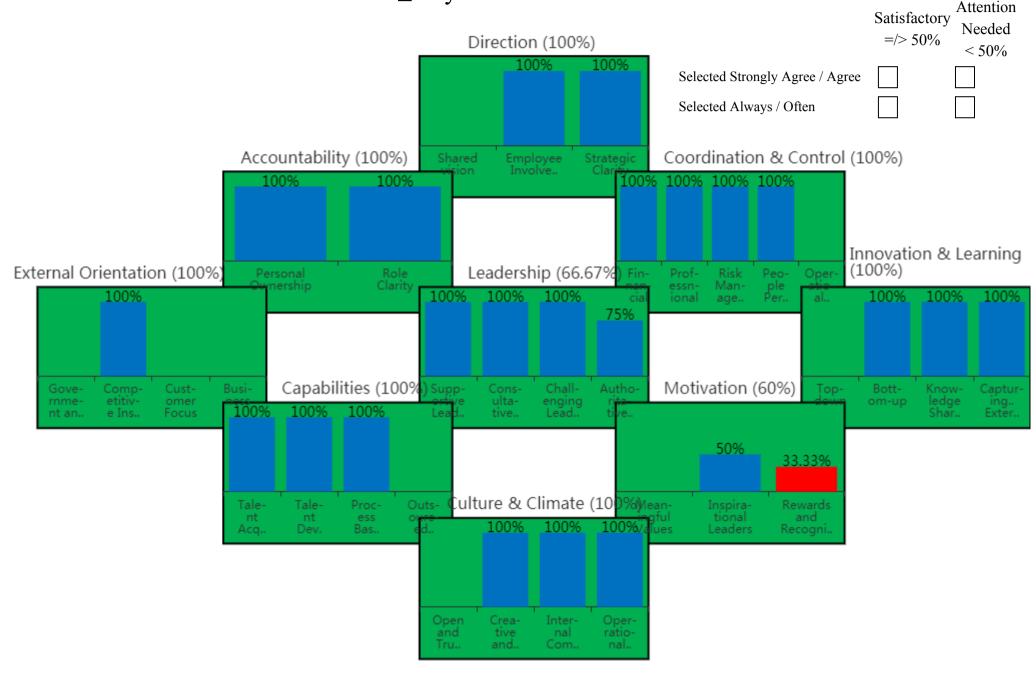


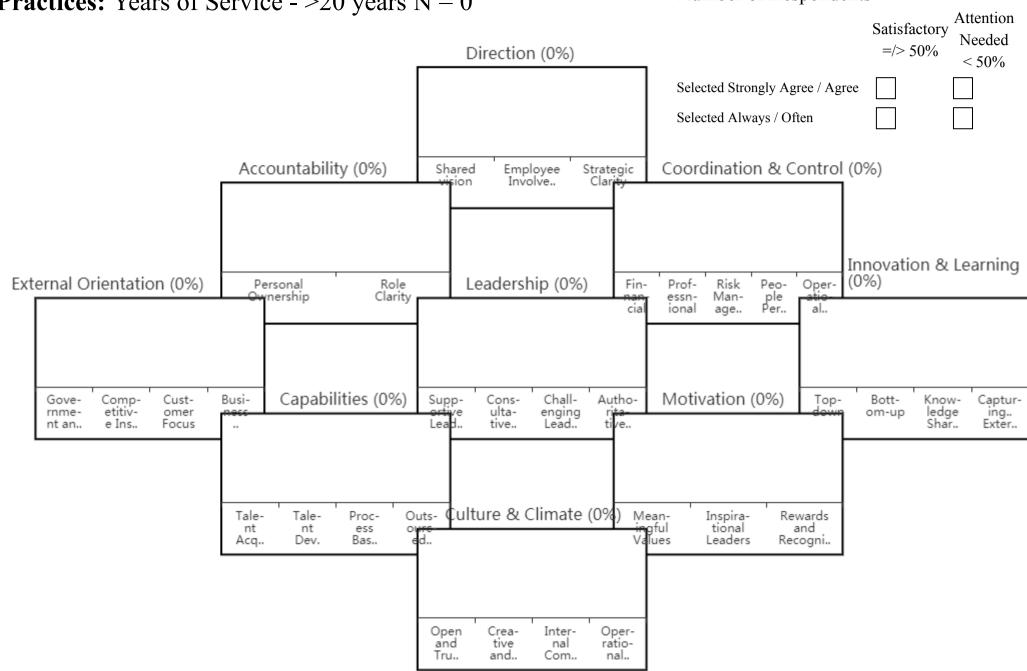
Practices: Years of Service - >3 and \leq 5 years N = 2



Practices: Years of Service - >5 and ≤ 10 years N = 4

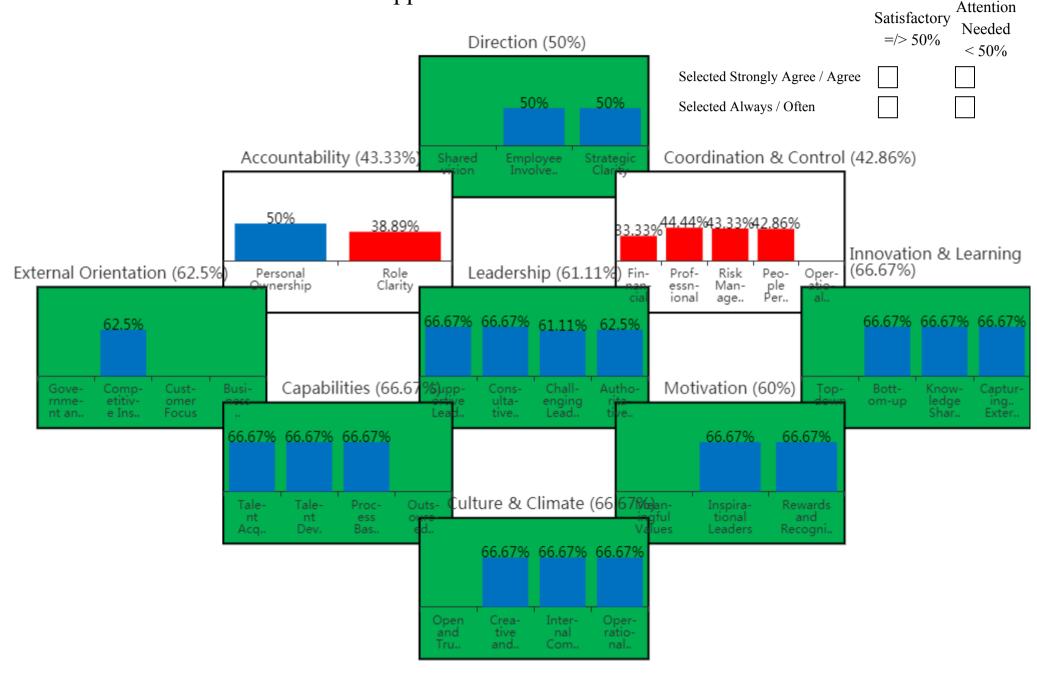
Practices: Years of Service - >10 and ≤ 20 years N = 1



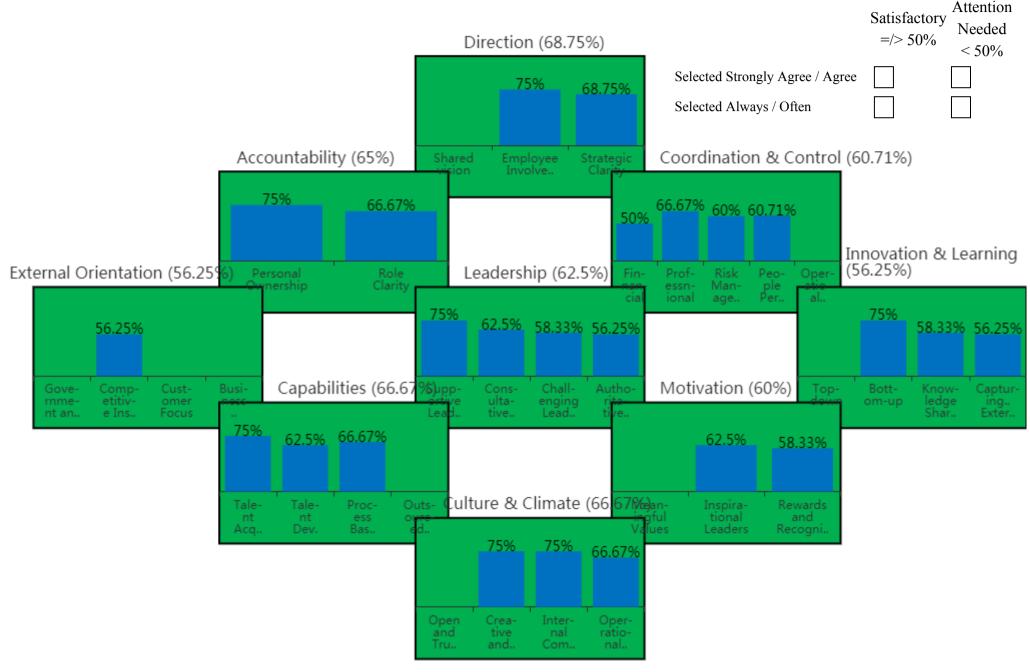


Practices: Years of Service - >20 years N = 0

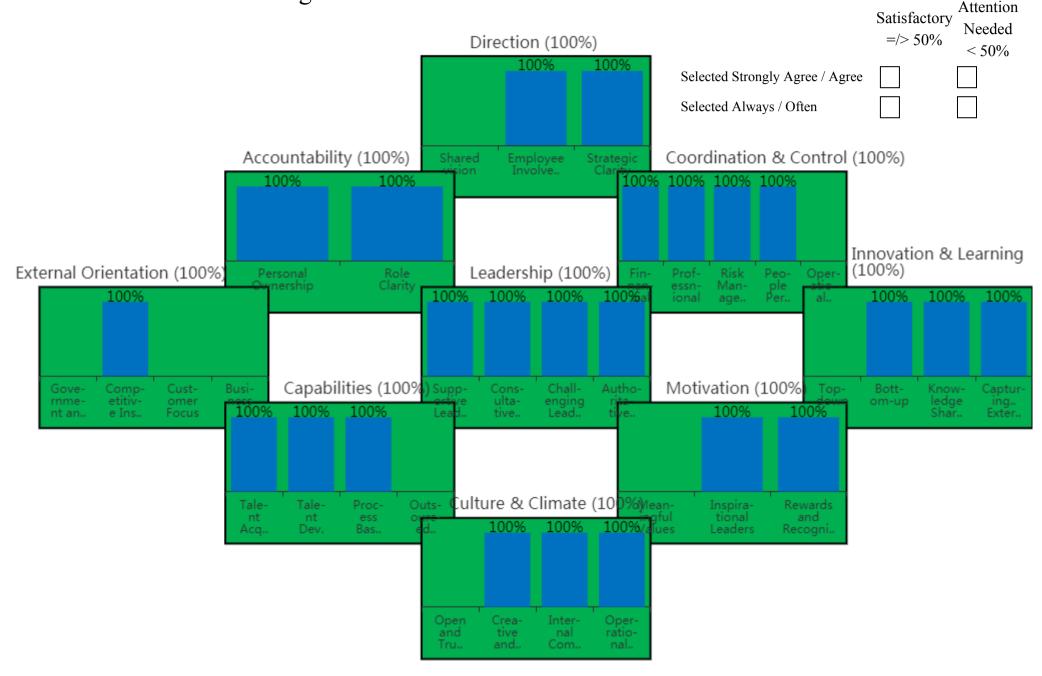
Practices: Job Level - Frontline & Support Staff N = 6



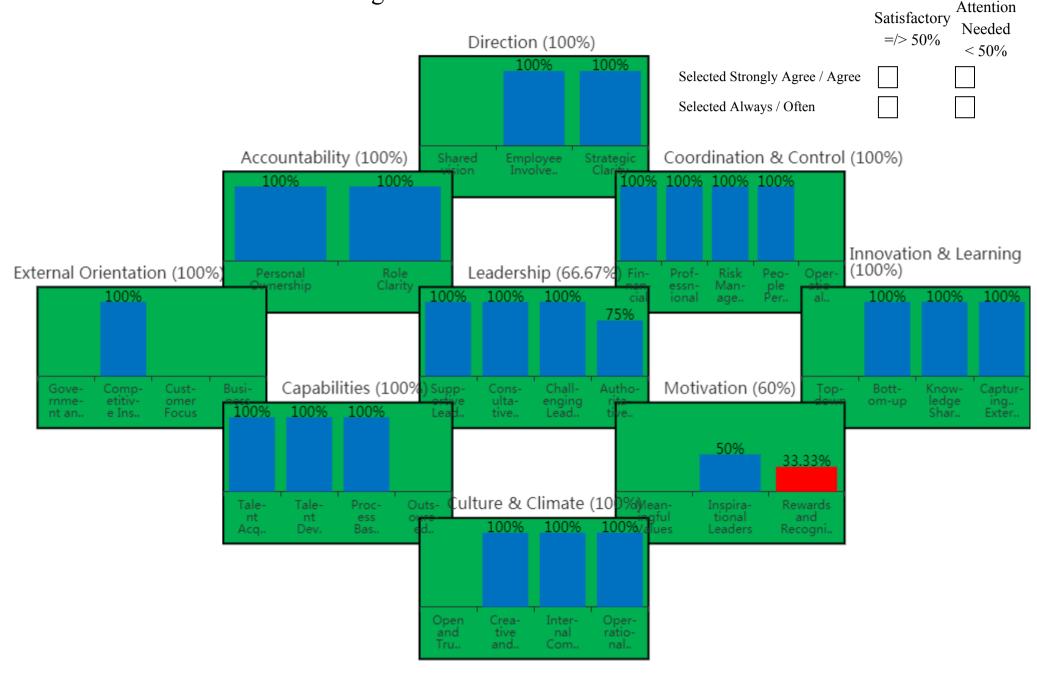
Practices: Job Level - Frontline Professionals N = 4



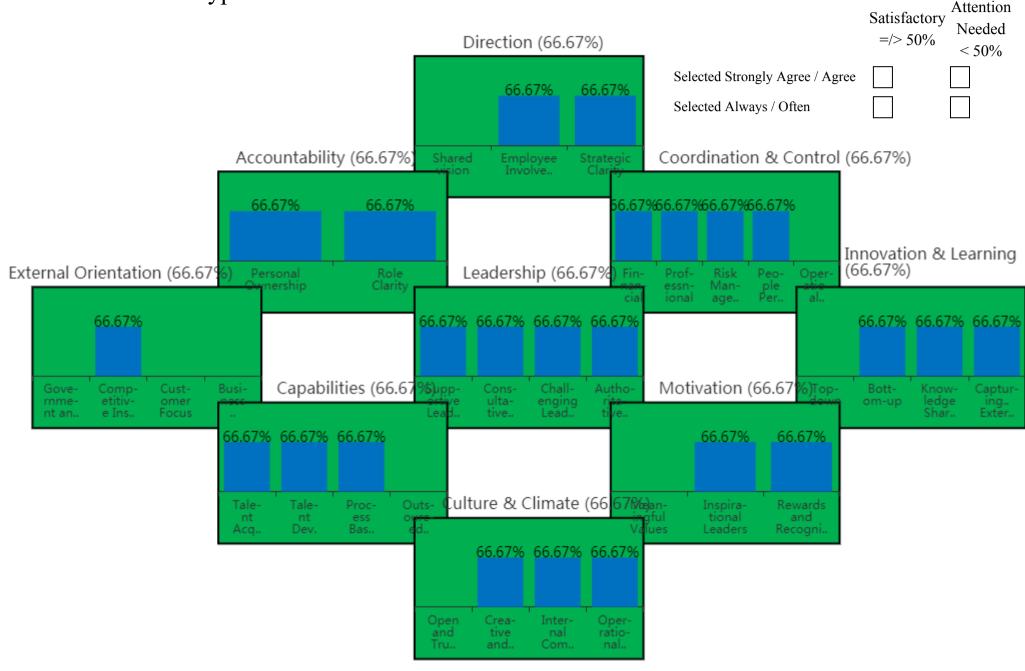
Practices: Job Level - Management N = 1



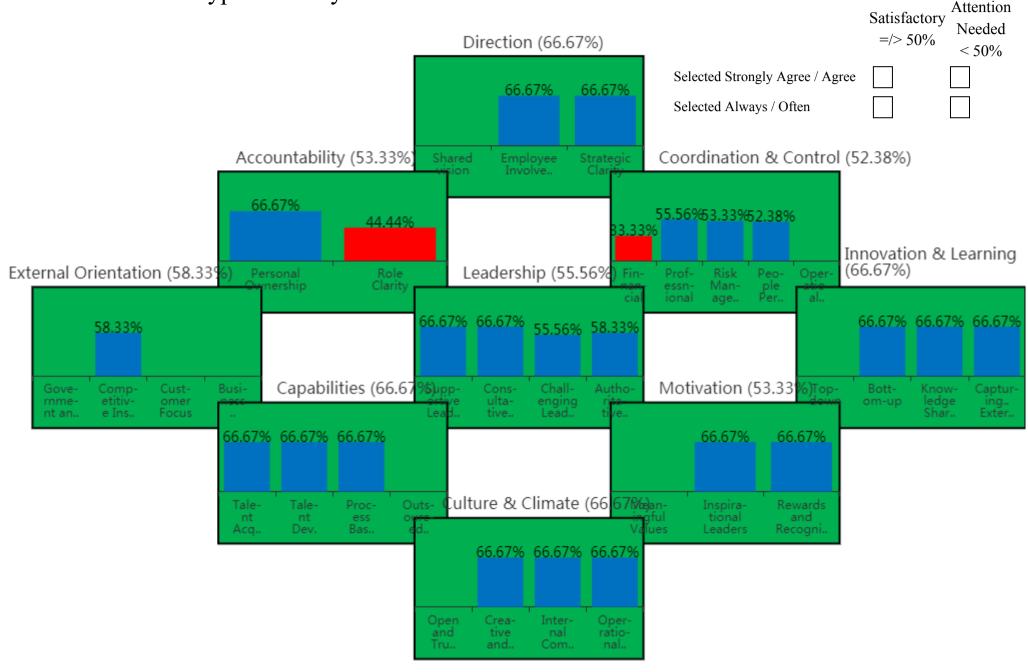
Practices: Job Level - Senior Management N = 1

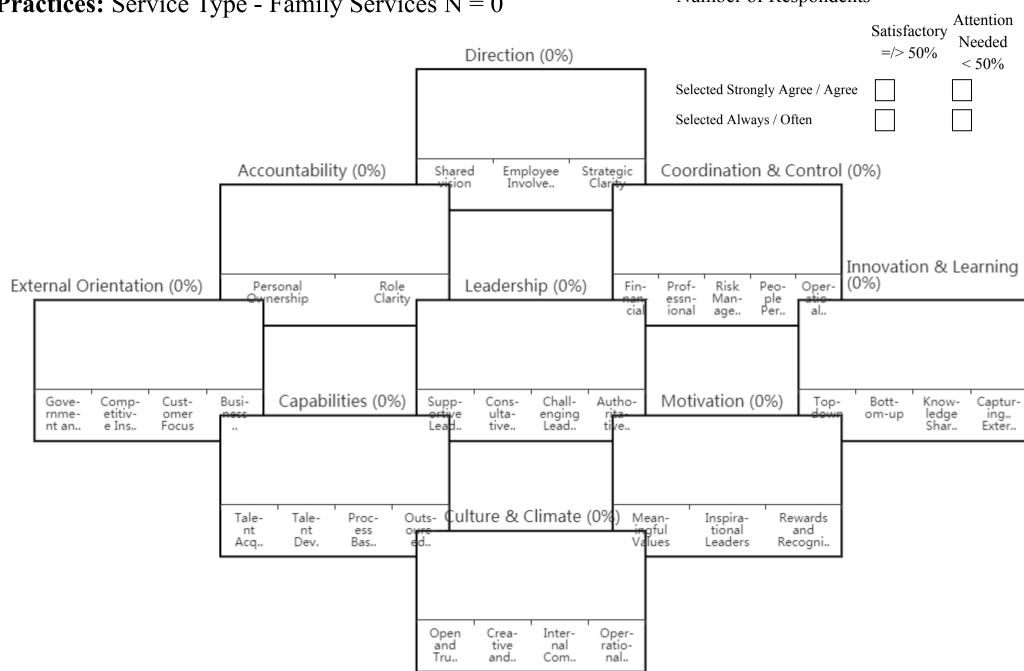


Practices: Service Type - Children and Youth Services N = 3 Number of Respondents

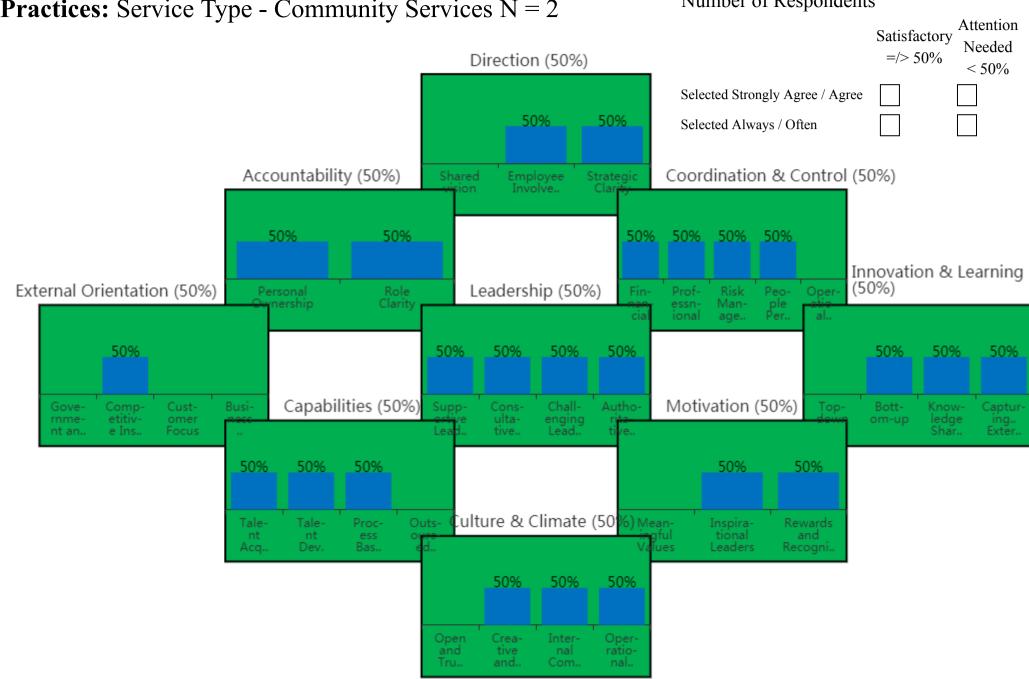


Practices: Service Type - Elderly Services N = 3



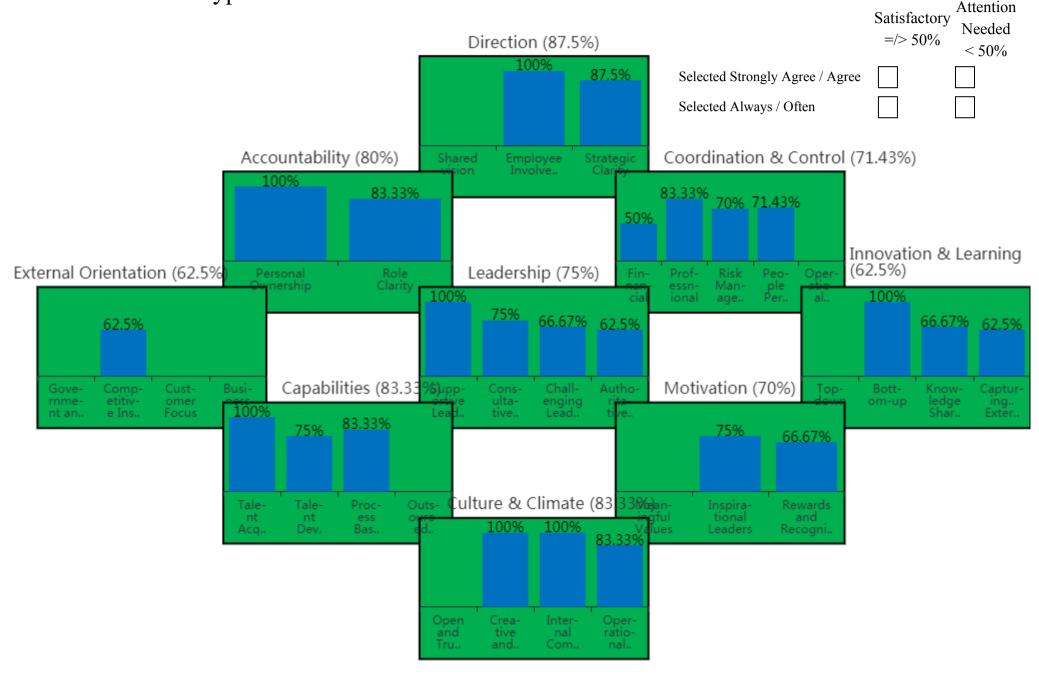


Practices: Service Type - Family Services N = 0

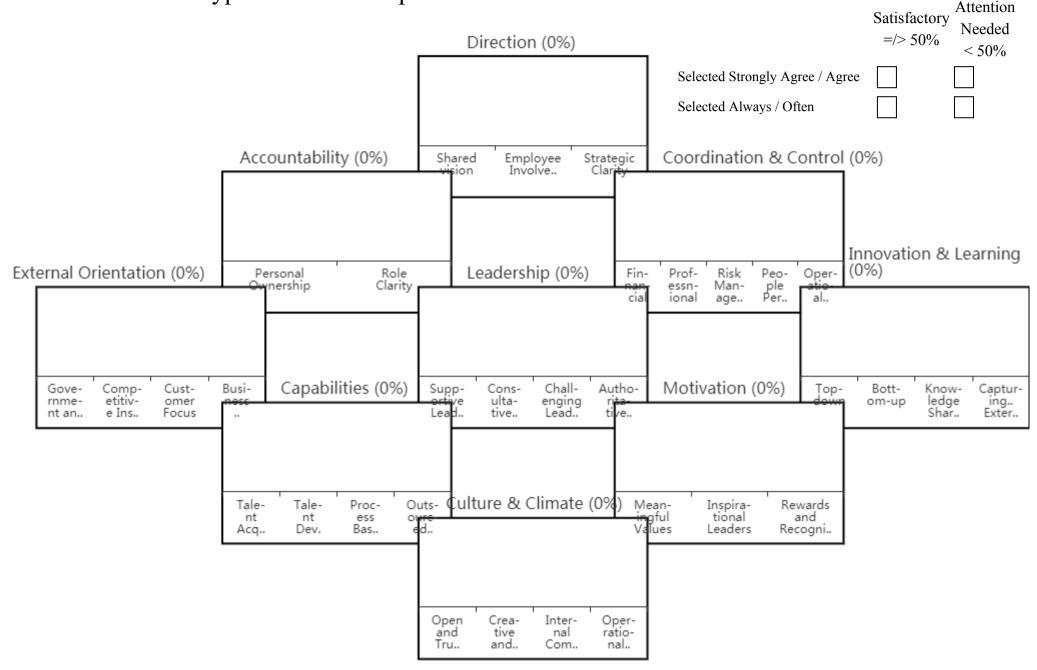


Practices: Service Type - Community Services N = 2

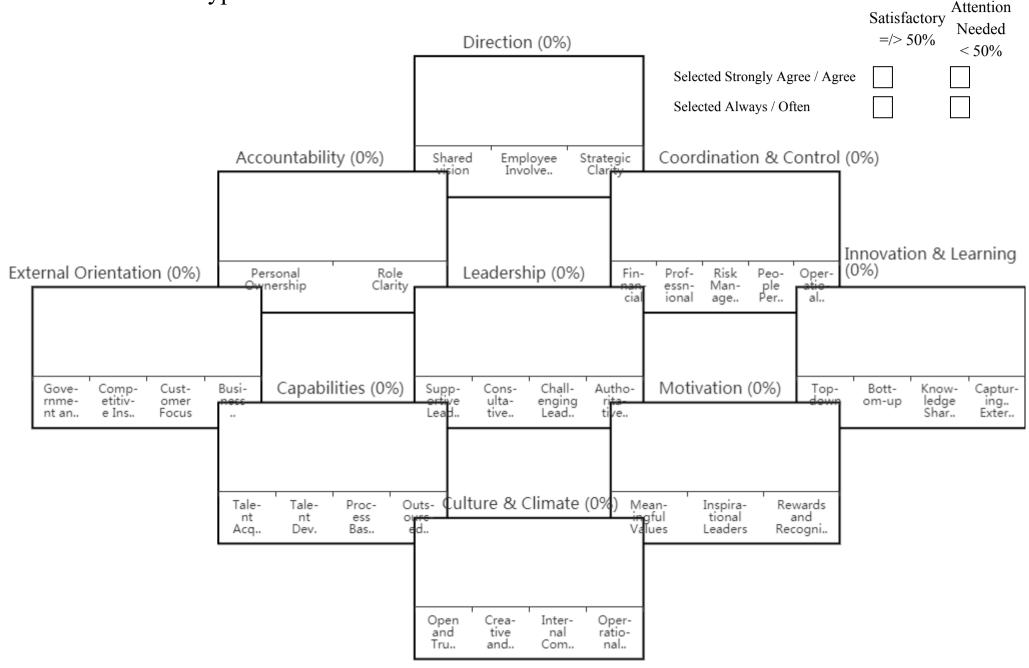
Practices: Service Type - Rehabilitation Services N = 2



Practices: Service Type - Social Enterprises Services N = 0

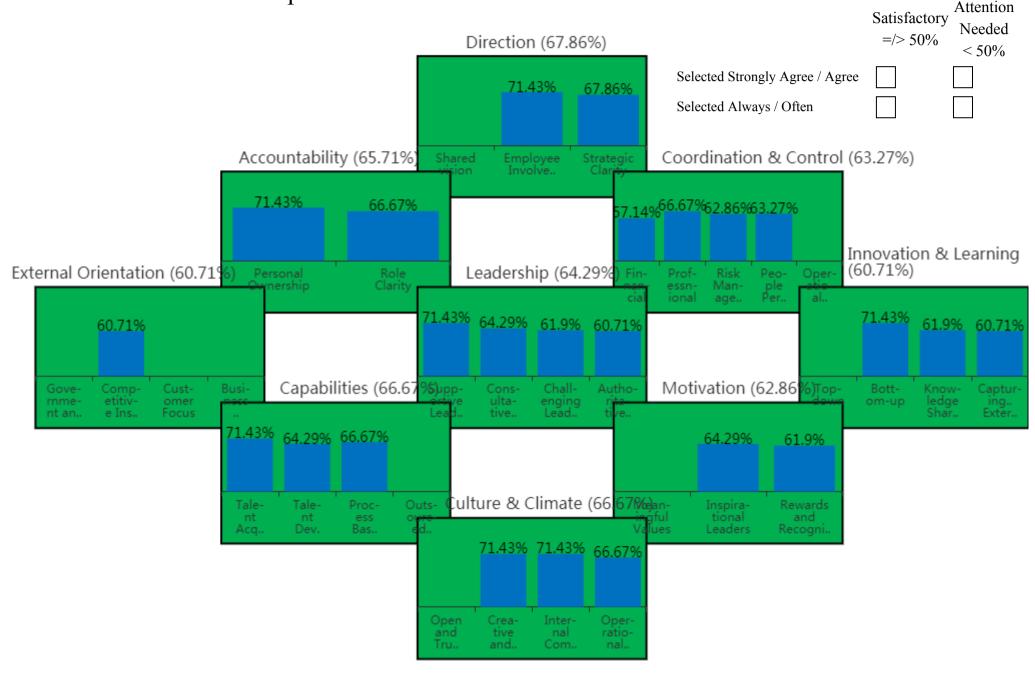


Practices: Service Type - Central Administration N = 0

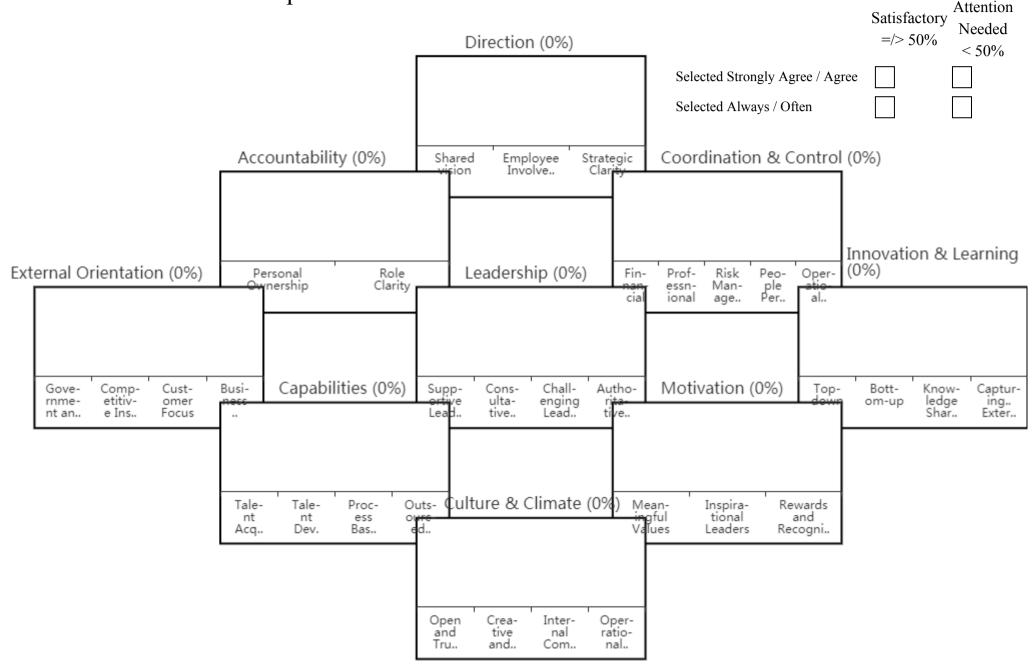


Number of Respondents **Practices:** Service Type - Other Services N = 2Attention Satisfactory Needed = > 50%Direction (50%) < 50% Selected Strongly Agree / Agree 50% 50% Selected Always / Often Accountability (50%) Coordination & Control (50%) Employee Involve.. 50% 50% 50% 50% 50% 50% Innovation & Learning (100%)Leadership (83.33%) External Orientation (100%) Personal Role Peo-Oper ple Per.. hership 100% 100% 100% 100% 100% 100% al.. 100% age.. ional 87.5%^a Capabilities (100%) Supp-Motivation (80%) Top-Goveenging Lead.. ledge Shar.. rnmeetitivulta-100% 100% 100% tive.. e Ins.. Lea nt an.. tive.. 75% 66.67% Culture & Climate (10<mark>0%)/Jean-</mark> Tale-Tale-Inspira-Rewards nt nt ess and 100% 100% 100%/alues Dev. Recogni. Crea-Inter-Oper-Open tive and nal and. nal..

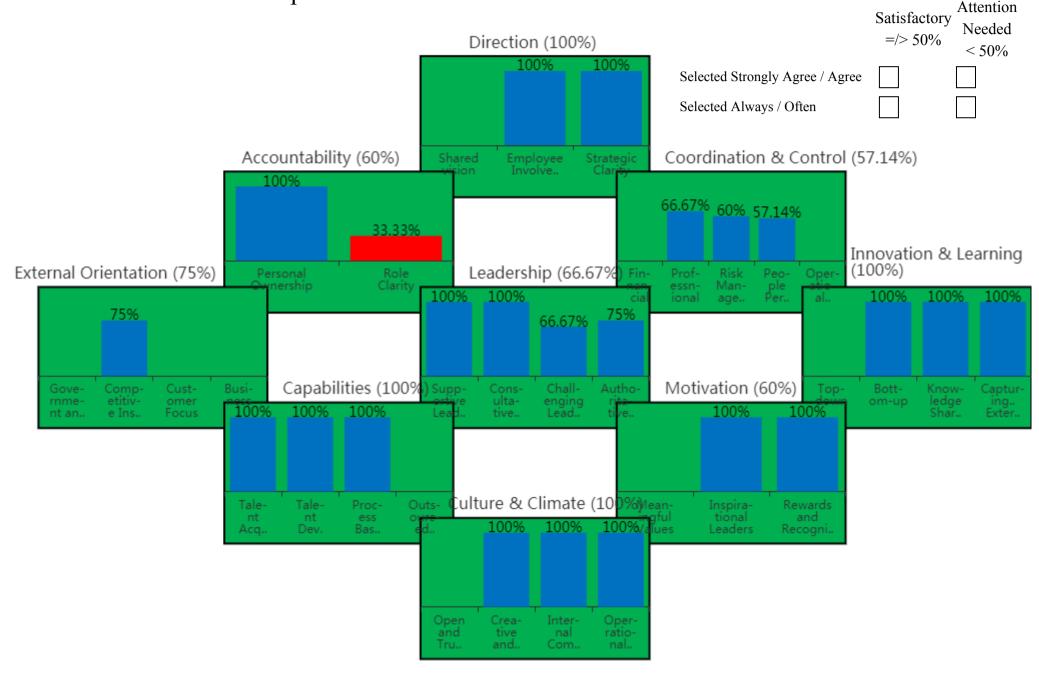
Practices: Job Function - Option 1 N = 7



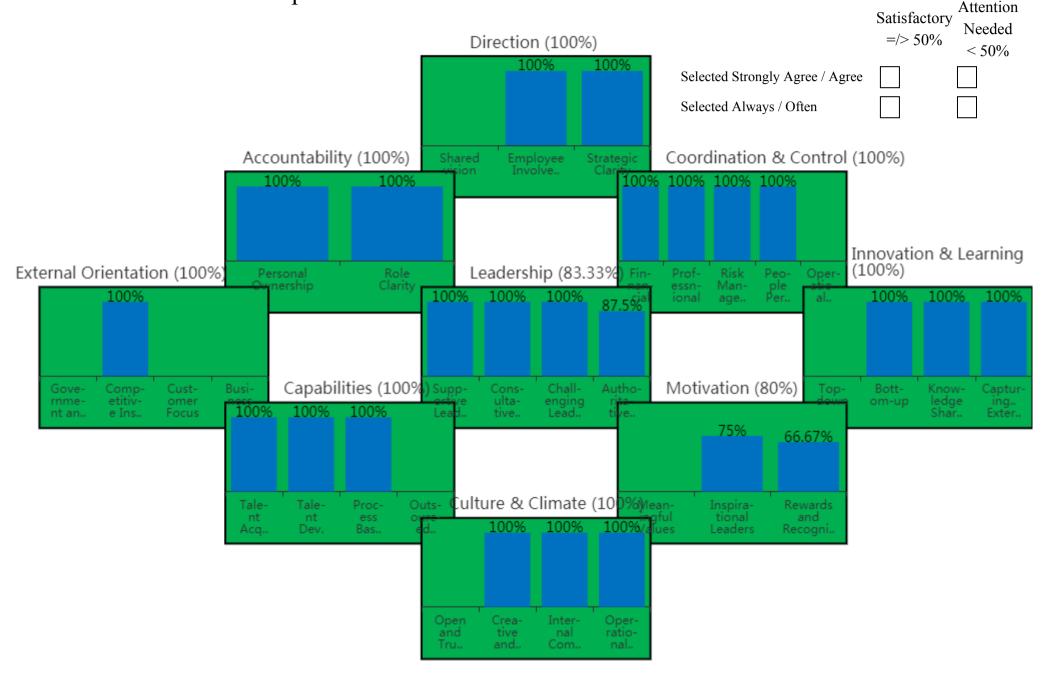
Practices: Job Function - Option 2 N = 1



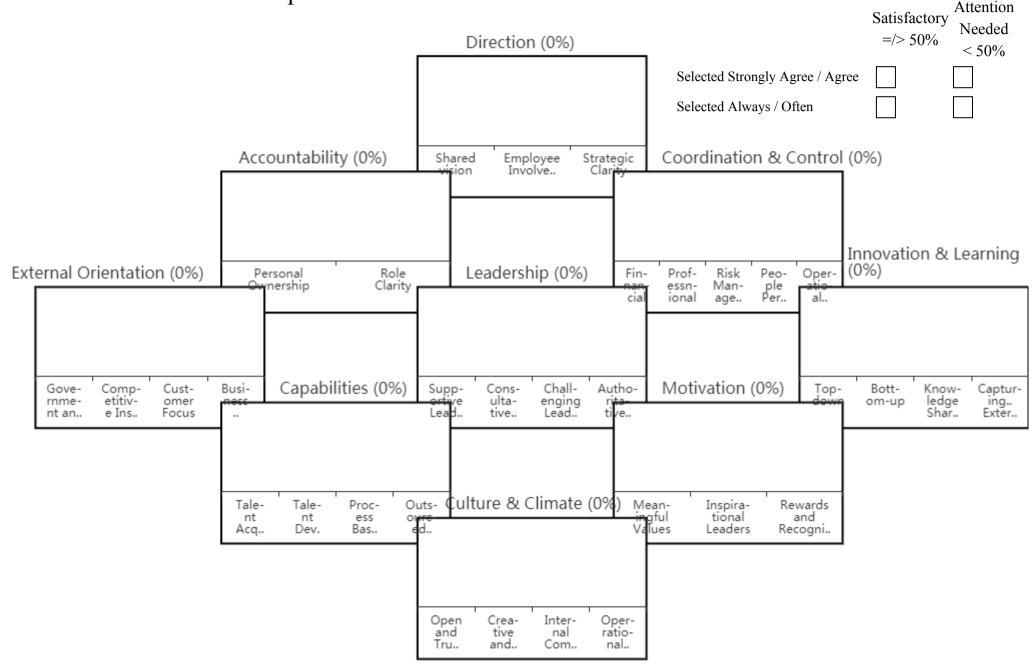
Practices: Job Function - Option 3 N = 1



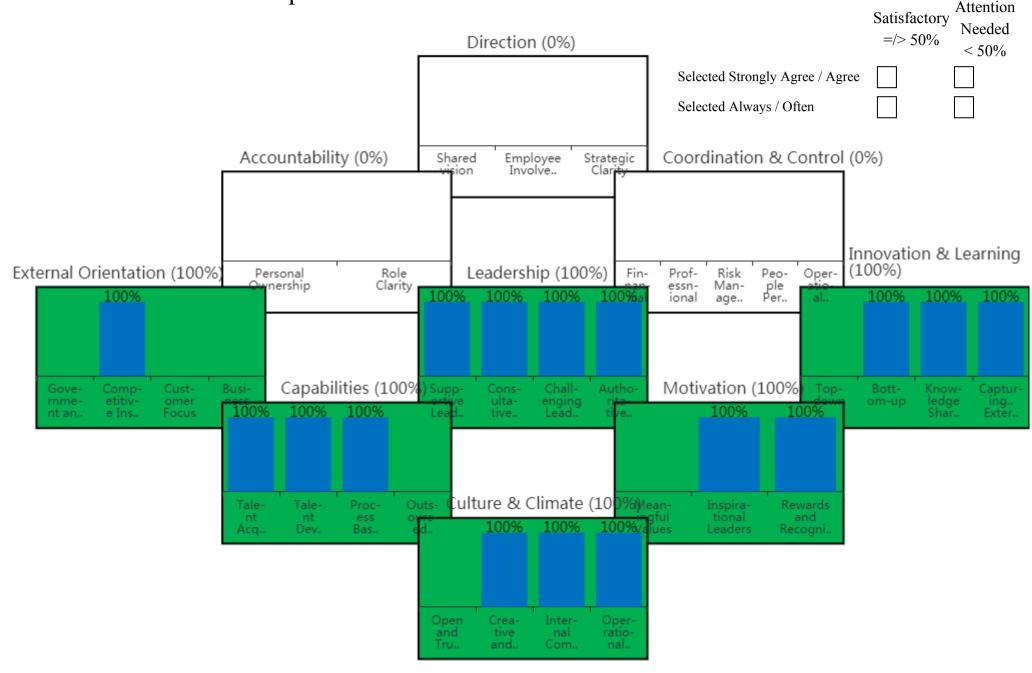
Practices: Job Function - Option 4 N = 2

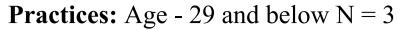


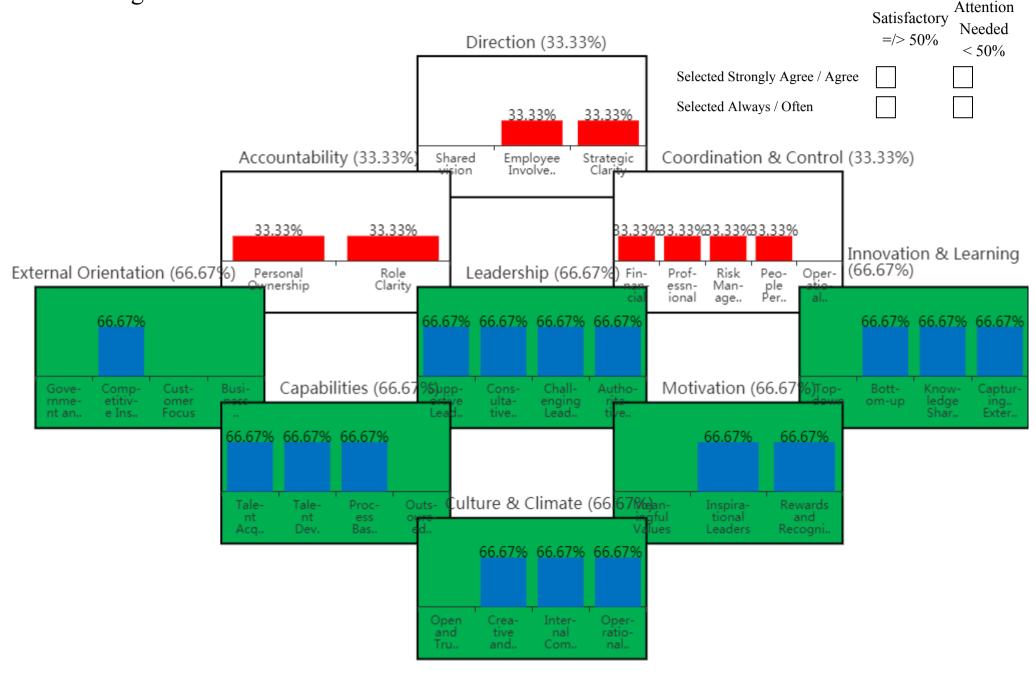
Practices: Job Function - Option 5 N = 0



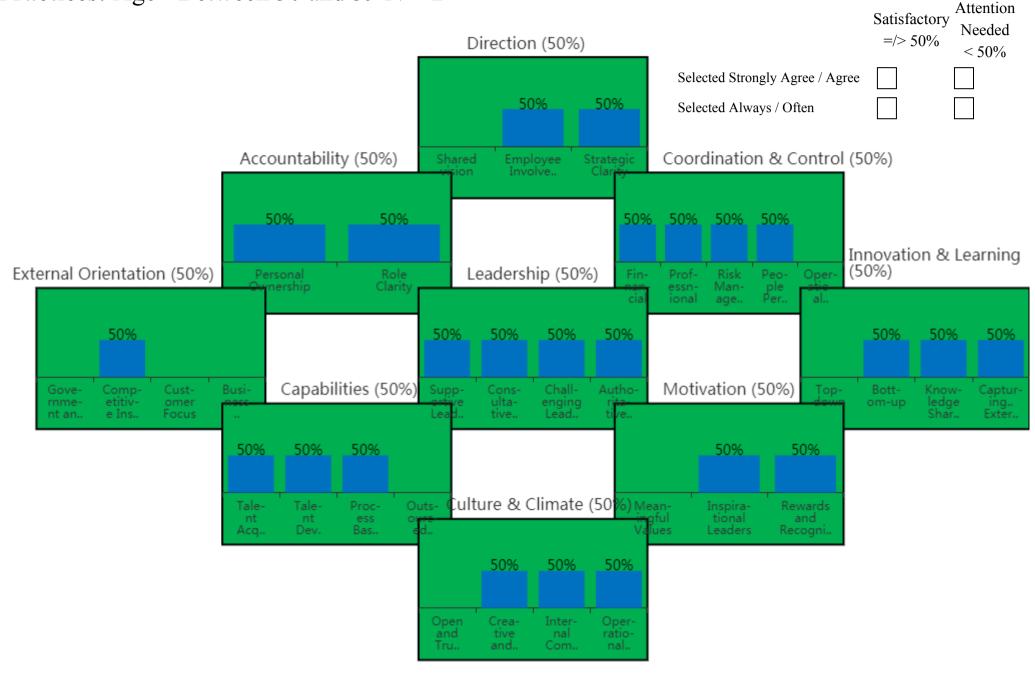
Practices: Job Function - Option 6 N = 1



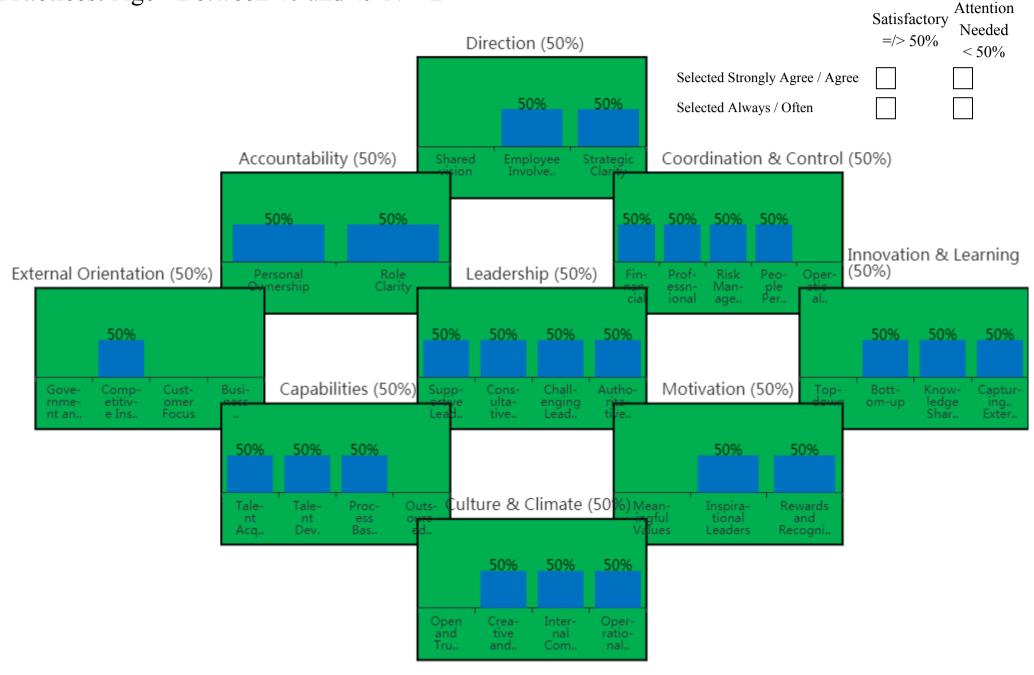




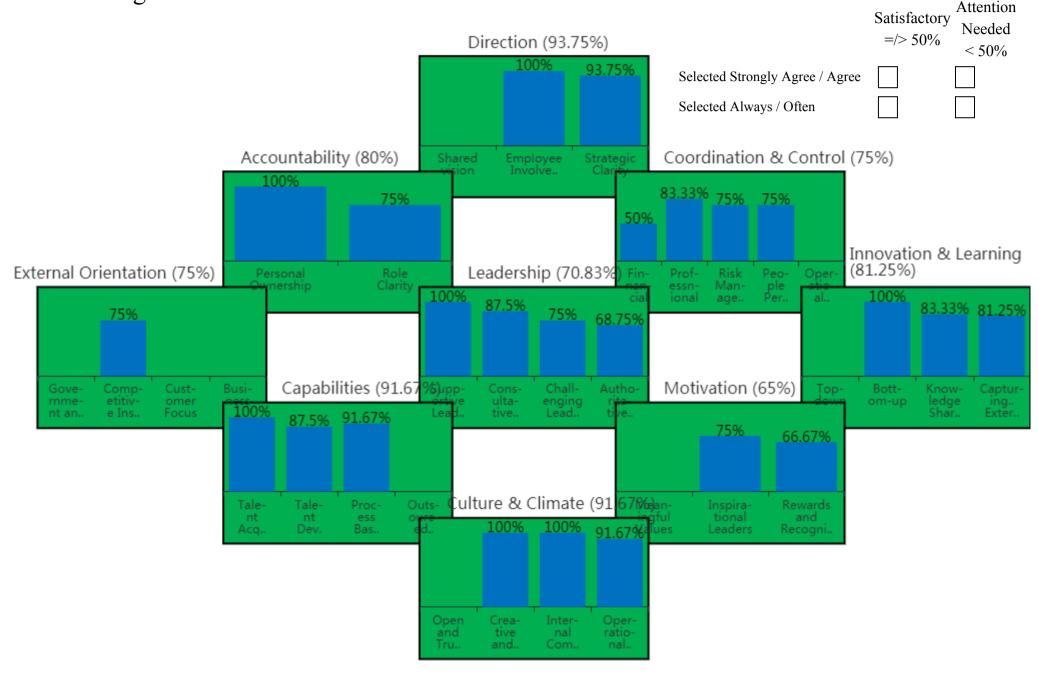
Practices: Age - Between 30 and 39 N = 2



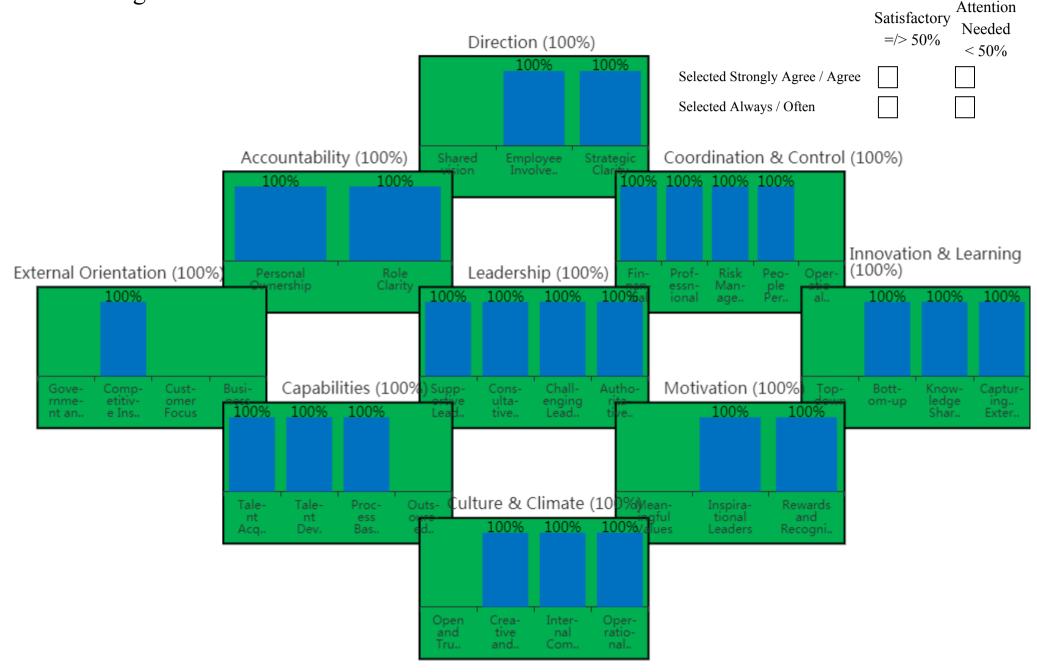
Practices: Age - Between 40 and 49 N = 2



Practices: Age - Between 50 and 59 N = 4



Practices: Age - 60 and above N = 1



Qualitative Comments:

105. If you have any comments to the organization, please leave a comment below:testing

Nice working environment



Qualitative Comments:

106. If you have any comments on the assessment, please leave a comment below:

Testing