A. Background and Introduction 背景及簡介 (NGO ABC=name of participating organizations)

On behalf of NGO ABC, I sincerely invite you to participate in this survey to identify organization practices/ outcomes that are contributive to organizational health and sustained performances in NGO ABC.

Part B: There are a total of 9 core components of organizational health, which are organized into 9 key questions in the survey. Each component has around 4-9 statements of good practices. Based on your experience in NGO ABC, please determine each statement by reported frequency a practice occurs while delivering performance (1 = never, 5 = always).

Part C: There are a total of 9 core components of organizational health, which are organized into 9 key questions in the survey. Each component has around 4-8 statements of effective outcomes. Based on your experience in NGO ABC, please determine by level of agreement with questions that make a positive performance assertion (1 = strongly disagree, 5 = strongly agree).

The questionnaire consists of 104 questions and we estimate completing the whole questionnaire will take around 30 minutes.

The whole survey is anonymous, with no record of your personal identifiers information. All data collected will be kept strictly confidential. Should you have any questions about the questionnaire, you can contact by the following:
Email: NGOOHA@hkcss.org.hk
Tel.: 2864 2972

我謹代表 NGO ABC 誠邀您參與是次問卷調查，以識別與 NGO ABC 的機構健康及持續表現有關的實務措施/ 表現範疇。

B 部分：此部份共有 9 個關於機構健康的核心範疇，歸納到問卷的 9 個部分。每個範疇共有 4-9 個關於良好實務措施的陳述。請根據您在 NGO ABC 的工作經歷，為每項實務措施出現的頻率評分 (1 =從來沒有，5 =總是)。

C 部分：此部份共有 9 個關於機構健康的核心範疇，歸納到問卷的 9 個部分。每個範疇共有 4-8 個關於有效表現範疇的陳述。請根據您在 NGO ABC 的工作經歷，為每項表現範疇的正面陳述評分 (1 =強烈不同意，5 =強烈同意)。

整份問卷共有 104 條問題，估計需要約 30 分鐘完成

調查以匿名的方式進行，並不會記錄你的個人身份信息。調查所收集的數據將被嚴格保密。

如您對問卷有任何疑問，可透過以下方式聯絡：
電郵：NGOOHA@hkcss.org.hk
電話：2864 2972

B. Elements of Organizational Health-Foundation Practices 機構健康的要素-實務措施

The following contains a series of statements about management "practices". Please evaluate how frequently these "practices" are employed at your organization, on a scale of "Never" to "Always".

以下包含一系列關於管理"實務措施"的陳述。請評估這些"實務措施"在你的機構的出現頻率，由"從來沒有"到"總是"。

Never 從來沒有	Seldom 很少	Sometimes 有時	Often 經常	Always 總是

1. Direction 方向

Shared vision 共同的理念	1	The organization's vision is communicated throughout the organization. 機構願景於各機構層級徹底溝通
Employee involvement 員工參與	2	Management actively solicits employee involvement in setting the organization's direction. 管理階層積極尋求員工參與機構發展方向的制定。
Strategic clarity 清晰的策略	3	Managers develop and use a working language to articulate the direction that is understood and valued by employees. 主管發展及應用一套可行的語言清楚表達機構的方向，使之受員工明白及重視。
	4	The organization's strategic plan is translated into specific annual operational plans and targets. 機構策略計劃轉化為明確的年度營運計畫和目標。
	5	Management translates its vision for the organization into specific strategic goals and milestones. 管理階層將機構發展願景轉化為明確的策略目標和重要事件里程碑。

2. Leadership 領導力

Supportive leadership 支持式領導	6	The manager to whom I report: Demonstrates concern for the well-being of employees. 我的直屬主管關心員工福祉。
	7	The manager to whom I report: Gives employees the autonomy to make their own decisions. 我的直屬主管給予員工自主決定的權力。
Consultative leadership 諮詢式領導	8	The manager to whom I report: Encourages people to take a solution-oriented approach. 我的直屬主管鼓勵員工採取以解決問題為導向的方法。
	9	The manager to whom I report: Strives to achieve consensus on decisions. 我的直屬主管在做決定時會努力形成共識。
Challenging leadership 挑戰式領導	10	The manager to whom I report: Challenges people to stretch themselves. 我的直屬主管鼓勵員工勇於挑戰自己。
Authoritative leadership 權威式領導	11	The manager to whom I report: Drives people to change and adopt more effective ways of working. 我的直屬主管促使員工採取更有效的工作途徑。

3. Culture & Climate 文化與環境

Open and trusting 開明和信任	12	Managers in the organization emphasize trust. 機構主管強調信任。
	13	Management consults with employees on issues that affect them. 管理階層在有關員工的問題上，會與員工進行商討。
Creative and entrepreneurial 有創意及有企業家精神	14	The organization provides opportunities for employees to pursue creative / new ideas to improve performance. 機構讓員工有機會實行改進效率的創新想法。
	15	Managers encourage employees to experiment with new ideas to improve performance. 主管鼓勵員工試行改進效率的新想法。
Internal competitive 有內部競爭	16	Management emphasizes the importance of efficiency and productivity. 管理階層強調效率和生產力的重要性。
	17	The organization's incentive and recognition systems promote healthy competition among employees. 貴機構的獎勵與表揚制度能夠促進員工之間的良性競爭。
Operationally disciplined 有紀律的營運	18	The organization communicates clear behavioral standards of work (e.g. accuracy, quality). 機構會傳達明確的工作行為標準（例如: 精確性、品質等）。
	19	Managers closely monitor the operational details of the organization. 主管會密切管控貴機構的運作細節。

4. Accountability 問責

Personal ownership 個人承擔感	20	Managers create a sense of ownership or belonging to the organization, promoting a sense of personal ownership among staff to deliver beyond the formal role. 主管在機構營造出「認同感」或「歸屬感」，鼓勵員工願意跨越自身職位的界線，為機構／服務做多一步。
Role clarity 角色清晰	21	The organization assigns accountability and decision making authority to the right people. 機構賦予合適的人員權責和決策權限。
	22	Communication between board and leadership reflects mutual respect, and appreciation for roles and responsibilities. 董事會和領導層之間的溝通體現了雙方對彼此角色與責任的互相尊重和欣賞。
	23	The organization strives for transparency in its operation and finance disclosure and decision making process, and the organization structure shows clear accountability. 機構努力增加其營運和財政，與及決策過程的透明度，並透過清楚的機構架構，明確權責所屬。
	24	The governing body provides strong direction, support and accountability to the organization and engages as a strategic resource. 機構的管治單位為機構提供清楚的發展方向、支援和問責，並作為一種策略資源。

5. Coordination & Control 協調與監控

Financial management 財務管理	25	The organization makes the most efficient and effective use of its funding. 機構最高效及最有效地善用其資金。
	26	The organization develops sustainable revenue generating activities (e.g. fundraising, fee-charging services, social enterprise etc.) in pursuit of the organization's vision and mission. 機構發展可持續的創收活動（例如: 籌資、收費服務、社會企業等）以實現機構的願景與使命。
Professional standards 專業標準	27	The organization communicates clear rules, standards and policies to guide employee conduct and ethics. 機構傳達明確的規則、標準及政策以規範員工的行為和操守。
Risk management 風險管理	28	The organization is able to identify potential performance issues and threats before they become major problems. 機構積極發掘潛在的績效問題與威脅，以防它們演變為嚴重的問題。
People performance review 人才績效檢討	29	The organization systematically tracks employees´ performance over time. 機構持續並有系統地記錄員工的工作表現。
Operational management 營運管理	30	The organization conducts formal program evaluations to measure whether the programs have made a difference to our service clients' lives. 機構進行正式的服務評估來衡量機構的服務是否使服務對象的生活有所改善。
	31	The data collection system is coherently built in across different units and departments so that accurate and reliable performance data can be collected in a timely manner. 機構的資料收集系統已內置於不同的單位和部門，以便及時地收集到準確可靠的績效資料。

6. Capabilities 能力

Talent acquisition 羅致人才	32	The organization recruits, places and retains board members, volunteers and staff in positions they are able to make contributions. 機構招納、任用及挽留董事會成員、義工及員工於他們能有所貢獻的崗位。
Talent development 發展人才	33	The organization gives people the training and development they need to be effective in their roles and to develop people with the potential for future succession. 機構給予機構人員需要的培訓，讓他們有效履行其職責並培養有潛質的機構人員成為將來的接班人。
Process-based capabilities 流程主導	34	The organization documents knowledge and ideas. 機構有系統的紀錄機構內的知識和創新意念。
	35	The organization develops policies and procedures throughout the organization. 機構對所有工作皆制定了政策及標準流程。
Outsourced expertise 向外擷取專業	36	The organization forms alliances with others to fill capability gaps. 機構會與其他機構合作，以填補能力不足之處。

7. Motivation 推動

Meaningful values 有意義的價值	37	The organization inspires, clearly communicates and demonstrates a set of values that are personally meaningful to employees, board members, volunteers, donors and other supporters. 機構啟發、清楚地傳遞並展示一套組織的價值觀，使員工、董事會成員、捐獻者及其他支持者都能從中找到個人意義。
	38	Managers in the organization find ways to make work more meaningful to their direct reports. 機構主管會想盡辦法使其直屬員工的工作更有意義。
Inspirational leaders 鼓舞人心的領導者	39	Leaders in the organization motivate employees to perform by providing encouragement and support (e.g. supportive environment, necessary resources, concerning about employees' wellness). 機構主管鼓勵和支持直屬員工提升自我工作表現（例如: 提供有利的環境、所需的資源、關顧員工的康健）。
Rewards and recognition 獎勵和表彰	40	In the organization high performers receive recognition, opportunities and rewards for their results and merit. 機構會對表現優秀的員工報以肯定、機會及獎勵。

8. Innovation & Learning 創新與學習

Top-down innovation 從上而下的創新	41	Senior management devotes sufficient attention to think about how the organization can do things differently (e.g. meet regularly to surface new improvement ideas). 高級管理團隊投注相當精力思考如何不斷改進運作（例如: 定期開會以發掘促成改進的新創意）。
Bottom-up innovation 從下而上的創新	42	The organization encourages employees different parts of the organization to work together to make improvements. 機構鼓勵各組別的員工攜手尋求改進機會。
	43	The organization has clear processes and systems for employees to contribute improvement ideas. 機構有明確的流程和制度，讓員工提出改進和創意。
Knowledge sharing 知識分享	44	The organization encourages the exchange of knowledge and ideas across the organization. 機構鼓勵機構上下分享知識及創意。
Capturing external ideas 引進外部新意念	45	The organization uses external contacts and creates active networks with leading academics / consultants to bring new ideas into the organization. 機構積極與外界、以及重要學術機構和專業顧問建立關係網，以尋求和引進新的創意。
	46	The organization imports 'best practices' from other organizations and industries. 機構會借鑒和引進其他機構和業界的良好示例和服務。

9. External orientation 向外取向

Government and community relations 政府與社區關係	47	The organization invests in relationships with key stakeholder groups (e.g. regulators, local communities). 機構致力於和主要持份者團體建立良好關係（例如: 監管機構、社區機構)。
Competitive insights 具競爭力的識見	48	The organization maintains a network of external industry peers and considers the strengths of its products and services compared to other industry peers 機構積極保持與業界夥伴之間的關係網絡，並考慮自身服務相較於其他非牟利機構有何優勢。
Customer focus 以顧客為焦點	49	The organization is always aware of new perspectives and working approaches in making its service delivery modes more effective and meeting the changing needs and expectations of its stakeholders. 機構常留意新的角度與工作方法以改善服務提供的模式，回應持份者的期望與不斷改變的需要。
Business partnerships 業務夥伴	50	The organization has developed long-term relationships with key supporters and is strong in identifying and cultivating new supporters. 機構已經和主要支持者形成了長期的關係，和擅於尋找和培育新的支持者。

C. Elements of Organizational Health-Performance Outcomes 機構健康的要素-表現範疇

The following contains statements that describe the condition of your organization in different aspects of organization health. Please determine how accurately these statements describe your organization from your perspective by the degree of agreement, from Strongly Disagree to Strongly Agree.

以下包含描述你的機構在機構健康不同狀況的陳述。請以你自己的角度去決定這些陳述是否準確地描述機構，由"強烈不同意"到"強烈同意"。

Strongly Disagree 強烈不同意	Disagree 不同意	Neutral 無意見	Agree 同意	Strongly Agree 強烈同意

1. Direction 方向

51	The vision for the organization's future is widely understood by its employees. 員工普遍了解機構未來的發展願景。
52	The organization's vision is meaningful to its employees on a personal level. 員工認同機構發展願景帶給自身的意義。
53	The organization's strategy is aligned with its vision. 機構策略符合其發展願景。
54	The organization's strategy provides clear direction for its employees. 機構策略為員工提供了清楚的方向。
55	Employees' work behavior is guided by the organization's strategy. 員工行事方式受機構策略的引導。

2. Leadership 領導力

56	The actions of the different levels of management team (e.g. my boss) are aligned with the organization's strategy. 不同層級的管理層(例如：我的上司) 採取的行動皆符合機構策略。
57	The organization's executive team: Shares a common vision for the future of the organization. 機構高層管理團隊對機構的未來有共同的願景。
58	The organization's executive team: Is respected throughout the organization. 機構高層管理團隊受整個機構的尊重。
59	The organization's executive team: Makes a visible contribution to the success of the organization. 機構高層管理團隊對機構的成功有重要的貢獻。
60	The organization's executive team in the organization: Are steering the organization in the right direction. 機構高層管理團隊主導機構向正確的方向發展。
61	Different levels of management in the organization (e.g. my boss): Have the ability to make good decisions. 機構不同層級的管理層(例如：我的上司)有良好的決策能力。
62	Different levels of management in the organization (e.g. my boss): Are successfully to address the challenges and opportunities we face. 機構不同層級的管理層(例如：我的上司)能成功應對解決我們面臨的挑戰和機遇。
63	Different levels of management in the organization (e.g. my boss): Role model the values of the organization. 機構不同層級的管理層(例如：我的上司)是機構價值觀的模範。
64	Different levels of management in the organization (e.g. my boss): Maintain constructive relationships with their direct reports. 機構不同層級的管理層(例如：我的上司)與下屬保持建設性的關係。

3. Culture & Climate 文化與環境

65	The organization's culture and values are clearly articulated and demonstrated. 機構的文化和價值觀被清晰地表達及體現。
66	The organization's culture is aligned with its vision, mission and values. 機構的文化與其願景、使命及價值相符。
67	People want to work here because of the culture and work environment. 員工受機構的文化與工作環境吸引而想要留在機構工作。
68	There is a good atmosphere within the organization. 機構內部氣氛良好。
69	The organization's culture positively influences the way people behave. 機構文化能正面帶動員工的行為。

4. Accountability 問責

70	Employees within the organization know what they will be held accountable for. 機構員工知道他們應承擔的工作責任。
71	Employees receive clear explanations of what has to be achieved in their jobs. 機構向員工清晰解釋其工作必須實現的目標。
72	Employees within the organization take ownership of the results they are expected to deliver. 機構員工對預期達成的工作成果有承擔。
73	Employees within the organization have sufficient authority to make decisions. 機構員工有充分的權力作決定。
74	Employees within the organization feel trusted to do their jobs well. 機構員工感覺其他人相信他們能做好自己的工作。

5. Coordination & Control 協調與監控

75	The organization exercises adequate control over its core business activities. 機構對核心業務進行適當的監管。
76	Risk is managed effectively in the organization. 機構能夠有效管理風險。
77	The organization's control systems enable us to minimize unexpected performance results. 機構的管控系統能夠減少非預期結果的出現。
78	Business performance reviews in the organization is able to identify the causes of problems. 機構的業績評估制度可有效找出問題的原因。
79	Business performance reviews in the organization lead to corrective, follow-up action. 機構的業績評估制度可帶來更新的跟進行動。

6. Capabilities 能力

80	The organization has the necessary competencies to achieve its strategy. 機構具備實現其策略目標的能力。
81	The organization has employees with the right competencies to deliver its strategy. 機構擁有具備勝任能力的員工來履行其策略。
82	The organization has the knowledge to deliver its strategy. 機構具有履行策略的系統化知識。
83	The organization has the processes and systems to deliver its strategy. 機構具有履行策略所需的流程和系統制度。
84	The organization appropriately utilizes the capabilities that underpin its competitive advantage. 機構有能力善用其競爭優勢。

7. Motivation 推動

85	The organization's employees are highly motivated. 機構員工有頗高的工作主動性。
86	In the organization, employees are generally enthusiastic about their jobs. 機構員工普遍對自己的工作懷抱熱忱。
87	Employees exert extraordinary effort when needed. 機構有需要的時候員工會額外付出。
88	The organization attracts highly talented people to join the organization. 機構能吸引出類拔萃的人才加入。
89	I feel motivated to achieve my performance goals/targets. 我有充分的動機／誘因鼓勵我達到所定下的業績目標。

8. Innovation & Learning 創新與學習

90	The organization generates enough high quality ideas to achieve its goals. 機構產生的優質意念足以令機構達成其目標。
91	The organization effectively adapts to changes in its external environment. 機構能有效適應其外部環境的變化。
92	The organization readily adopts new ideas to improve its performance. 機構樂於採納能夠改善其表現的創新意念。
93	The organization changes/improves at a greater rate than its industry does. 機構改變／改進的速度高於業界其他機構。
94	Ideas and knowledge are freely shared within the organization. 創意和知識在機構內部得以自由分享。

9. External orientation 向外取向

95	The organization consistently meets the needs of its target beneficiaries timely. 機構一向都及時滿足目標受助人的需求。
96	The organization views its partners (e.g. government and other NGOs) as an extension of its social service ecosystem. 機構將合作夥伴（例如: 相關政府機構或其他非牟利機構）視為自身社會服務系統的延伸（即會儘量作多方面的配合，以令受助人更為受益）。
97	The organization looks for opportunities for joint ventures, partnerships and multi-stakeholder collaboration for greater social impact. 機構尋求各類型與其他機構合作的機會以達致更好的社會影響。
98	The organization is aware of the important trends/developments in its industry. 機構了解業界重要發展動態與趨勢。

D. Respondent's Information 參加者資料

99. Years of Service 服務年資
- ≤ 1 year 一年或以下
- >1 and ≤ 3 years 多於一年至三年
- >3 and ≤ 5 years 多於三年至五年
- >5 and ≤ 10 years 多於五年至十年
- >10 and ≤ 20 years 多於十年至二十年
- >20 years 多於二十年

100. Job Level 職級
- Frontline and Support Staff 前線及支援員工
- Frontline Professionals 前線專業職系
- Management 管理層
- Senior Management 高級管理層

101. Service Types 服務類別
- Children and Youth Services 兒童及青少年服務
- Elderly Services 長者服務
- Family Services 家庭服務
- Community Services 社區服務
- Rehabilitation Services 復康服務
- Social Enterprises Services 社會企業服務
- Central Administration 中央行政
- Other Services 其他服務

102. Job Function 工作職能
- Option 1 選擇一
- Option 2 選擇二
- Option 3 選擇三
- Option 4 選擇四
- Option 5 選擇五
- Option 6 選擇六

103. Age 年齡
- 29 and below 二十九歲及以下
- Between 30 and 39 三十歲至三十九歲
- Between 40 and 49 四十歲至四十九歲
- Between 50 and 59 五十歲至五十九歲
- 60 and above 六十歲及以上

104. Are you a registered social worker or medical/ para-medical staff? 你是否為一名註冊社工或醫療/輔助醫療人員?
- Yes, registered social worker 是，社工
- Yes, medical/ para-medical staff 是，醫療/輔助醫療人員
- No 不是

105. Comment 意見

If you have any comments to the organization, please leave a comment below:
如你對此機構有任何意見，請於下面留言：

If you have any comments on the assessment, please leave a comment below:
如你對此評估有任何意見，請於下面留言：

End of Assessment 評估結束

Thank you for your participation!
感謝你的參與!

- END -