



# Self Assessment Tool for Program Quality

## 成员组织质素评估工具

**INITIAL DRAFT FOR REVIEW**  
待审初稿

### **Notes**

This tool should be used in conjunction with the 10 'building blocks' of Program Quality standards. The intent is for Accredited Program leaders and/or SOI staff to focus on the most urgent and important blocks for a Program at a particular point in time, not to assess or use them all at once. This tool is designed to help use the standards at a Program or sub-Program level.

### **附注**

本套评估方法应和成员组织质素指标的10个'构建模块'配合使用。其作用是使认证成员领导和/或国际特奥会员工专注于在特定时间对一定成员组织而言最紧急和最重要的模块，而无需同时评估或使用所有模块。此系列方法

Leading a Program 领导一个成员组织		
Questions 问题	Status 状况	Recommendations 建议
Is there a process for how staff interact with the Board? If yes, is it effective? 员工与董事会进行沟通是否有一套规程可供遵循？现有的沟通规程是否有效？		
What does the Board do to build staff confidence and motivation? 董事会为建立员工自信心与积极性采取了什么措施？		
How strong is collaboration between the Program and SOI? 成员组织和国际特奥会之间的合作有多密切？		
How are athletes involved in Program leadership? 运动员通过什么途径参与和承担成员组织领导职能？		
How do Program Leaders seek new ideas or opportunities to make changes or grow the Program? 成员组织领导人通过什么途径寻求新想法或机遇来促进成员组织的改善和成长？		
What is the process for appointing staff? 员工任命需遵照什么规程？		
How is staff remuneration decided? 员工薪酬是如何决定的？		
What is the process for recruiting new volunteers? 新志愿者的招募需遵照什么规程？		
What training is provided for Program leaders? Who provides it? 为成员组织领导人提供什么培训？谁提供培训？		
What training is provided for staff? Who provides it? 为员工提供什么培训？谁提供培训？		
What training is provided for volunteers? Who provides it? 为志愿者提供什么培训？谁提供培训？		
Who reviews staff performance and how often does that take place? 谁负责审核员工业绩表现？审核多久进行一次？		
What does the Program do to recognise and retain good staff? 成员组织为表彰和留任优秀员工采取了哪些措施？		
What does the Program do to recognise/retain good volunteers? 成员组织为表彰/保留优秀志愿者采取了哪些措施？		
Does the Program keep HR records that meet regulatory requirements? 成员组织是否会依法规要求保留人事记录？		
Are background checks conducted for staff and volunteers? 是否对员工和志愿者进行背景调查？		

Sports Essentials 体育活动要素		
Questions 问题	Status 状况	Recommendations 建议
Does the Program have a written plan for recruiting new athletes? 成员组织是否有用以征募新运动员的书面计划？		
Does the Program have a written plan for developing sports? 成员组织是否有体育发展书面规划？		
How regularly do athletes train in the Program? 成员组织中的运动员多久训练一次？		
What does the Program do to encourage more regular athlete training and personal improvement? 成员组织为鼓励更频繁的运动员训练和个人发展采取了那些措施？		
What is the process for recruiting new coaches? 招募新教练需遵照什么规程？		
What training is provided for Coaches? Who provides it? 为教练提供什么培训？谁提供培训？		
What does the Program do to recognise and retain good volunteers? 成员组织为表彰和保留优秀志愿者采取了什么措施？		
What kind of Unified Sports does the Program offer? 成员组织举办哪些类型的融合运动？		
How will the Program grow Unified Sports? 成员组织将如何促进融合运动的发展？		

Games and Competitions 运动会和竞赛		
Questions 问题	Status 状况	Recommendations 建议
How does the Program ensure that Sport Rules, including Divisioning, are properly implemented? 成员组织如何确保体育规则（包括分组）的合理实施？		
How regularly do athletes have an opportunity to compete? At what levels? 运动员参与竞赛的频率是多久？参加哪些地区层级的比赛？		
What is the process for advancement from one level to another? 从一个地区层级比赛晋升到上一层级比赛的流程是什么？		
What does the Program do to attract spectators to events? 成员组织为吸引现场观赛群众采取了那些措施？		
Who runs events? 谁来负责竞赛的运作？		
Who organizes Opening Ceremonies and how long are they? 谁来负责安排开幕式？开幕式有多长？		
Does the Program evaluate events? 成员组织是否对比赛进行评估？		
What training do volunteers get to work at an event? 在比赛中志愿者是否有机会接受志愿者培训？		
Is insurance cover put in place for all events? 是否为所有比赛投保(保险)？		
How does the Program ensure that events are run within budget? 成员组织如何确保竞赛运营不超出预算		
How does the Program ensure that venues are safe to use and safely run? 成员组织如何确保比赛场馆的可靠性和安全运营		

Fundraising 筹集资金		
Questions 问题	Status 状况	Recommendations 建议
Does the Program have a written fundraising plan? 成员组织是否有书面筹款方案？		
How often is it reviewed and updated? 多久对方案做一次审查及更新？		
What type of fundraising does the Program do? What materials are used? 成员组织采取什么筹款方式？使用哪些工具？		
Who does the fundraising? How are potential new funders identified? 谁负责主持筹款？如何识别潜在的新资助人？		
What is the Board role in fundraising? 董事会筹款中担任什么角色？		
Does the Program have the capacity to submit grant applications? 成员是否有能力提交补助金申请？		
What are the sources of funding for the Program? 成员组织有哪些资金来源渠道？		
Does the Program get any value-in-kind? 成员组织是否获得现金等价物？		
Does the Program have a list of targets for new funding? 成员组织是否有服务于筹集新资金的目标清单？		
What does the Program do to retain existing funders? 成员组织为保留现有的资助人采取什么措施？		
How does the Program keep existing donors updated? 成员组织如何定期向现有捐助人提供信息更新？		
How are existing donors recognised and thanked for their support? 如何向现有捐助人对其支持做出表彰及答谢？		
How does the Program research potential donors to ensure they are reputable? 成员组织如何对潜在捐助人做出调查以确保其信誉？		

Brand & Comms 品牌推广与交流		
Questions 问题	Status 状况	Recommendations 建议
How does the Program implement SOI brand guidelines? 成员组织如何贯彻国际特奥会品牌指南？		
Does the Program have a written plan for raising awareness? 成员组织是否有针对提高公众意识的书面方案？		
What marketing does the Program do? What materials are used? 成员组织开展什么市场推广活动？使用那些材料？		
How are athletes involved in marketing? 运动员通过什么途径参与市场推广？		
Does the Program have a trained media spokesperson? Who is it? 成员组织是否有一名受过训练的媒体发言人？谁是该名发言人？		
How does the Program keep media informed? 成员组织如何使媒体保持消息灵通？		
Does the Program track and keep media coverage? 成员组织是否跟踪媒体报道并保持并保持报道的广泛性？		
How are sub-Programs and local Programs kept informed about what is happening in the Program? 如何使子组织和地方组织对成员组织的动向保持消息灵通？		
How does the Program office interact with sub-Programs and/or local Programs? 成员组织总部如何与子组织和/或地方组织往来互动？		
How satisfied are sub-Programs and local Programs with internal comms? 子组织和地方组织对内部交流的满意度如何？		
Does the Program have any partnerships or strong relationships with marketing or media professional services? 成员组织是否与市场推广或媒体专业服务提供者有伙伴关系或密切关系？		
What awareness or coverage does the Program generate? 成员组织达成了什么样的公众意识或覆盖面？		
Does the Program have a crisis communication plan? How are staff and/or key volunteers trained on the plan? 成员组织是否有危机公关方案？如何对员工和/或首要志愿者就该方案进行培训？		

Community building 社群建设		
Questions 问题	Status 状况	Recommendations 建议
Are athletes serving in leadership roles? 运动员是否担任领导职务?		
What roles are they serving in? 他们担任哪些职务?		
Is there an athlete committee providing input to Program leadership? 是否有一个运动员委员会来向成员组织领导层提供建议?		
Does the Program have a system of tracking numbers of athletes serving in leadership roles? 成员组织是否有一个系统来跟踪担任领导职务的运动员人数?		
Does the Programme implement an athlete leader recognition plan? 成员组织是否实施运动员领袖表彰方案?		
Does the Programme require athletes to submit medical forms? 成员组织是否要求运动员提交体检表?		
Is there a record of medical forms kept and updated? 是否保存并更新体检表记录?		
Does the Programme have a Healthy Athlete Programme? 成员组织是否有一个健康运动员项目?		
Does the Programme have a cash or VIK supporter for Healthy Athlete Program? 成员组织是否有专用于健康运动员项目的现金或现金等价物赞助人?		
Is there a system for providing athletes, families and caregivers results of screenings? 是否有一个系统来为运动员、家属和护理人员提供筛查结果?		
Does the Program communicate the importance and impact of health and wellness to all athletes, partners, coaches and families? 成员组织是否向所有运动员、伙伴、教练及家属宣传医疗与保健的重要性及影响?		
Does the Program actively recruit youth (without ID) 成员组织是否积极征募青少年(非智障)?		
Are youth involved as athletes and partners? How? 青少年是否作为运动员和伙伴参与?以何种方式?		
Has the program relationship with educational institutions? Which ones? 成员组织是否和教育机构有关系?哪些教育机构?		
Is there a process whereby the family Board member consults with families? 家属委员会成员是否有规程可凭借以向家属征询意见?		
Has the Program a system for recruiting families? 成员组织是否有一个系统来征募家属?		
Do the families receive orientation once recruited? 家属在应征后是否接受就职培训?		
Are family members involved in leadership positions? What leadership roles? 家庭成员是否参与分担领导职务?哪些领导职务?		
Does the Program regularly provide families with information targeted to the needs of family members 成员组织是否定期针对家庭成员需求向家属提供信息?		
Does the Programme have a Young Athlete Programme? 成员组织是否有一个青少年运动员项目?		

Gov't & Partner Relations 政府及伙伴关系		
Questions 问题	Status 状况	Recommendations 建议
Does the Program have a written plan for developing relations with political parties and leaders? 成员组织是否有发展和政治党派及领导人的关系为目的书面方案？		
How does the Program keep political parties/leaders updated? 成员组织如何及时将消息通知给政治党派/领导人？		
Do political leaders attend Special Olympics events? 政治领导人是否出席特奥会活动？		
Is the Program actively developing relationships with a variety of Government ministries and agencies? 成员组织是否积极发展与政府各部门及办事处的关系？		
Does the Program get any funding from Government? 成员组织是否从政府处获得资金？		
How does the Program find out about public sector grant opportunities? 成员组织如何找到可以申请公共部门补助金的机会？		
Does the Program have any partnerships or strong relationships with public sector organizations? 成员组织是否与公共部门机构有伙伴关系或密切关系？		

Program Governance 成员组织的管理		
Questions 问题	Status 状况	Recommendations 建议
What is the current Board composition and does it meet accreditation requirements? 当前的董事会构成如何？其构成是否符合认证规定？		
Are the Board members active and do they have influence in business, politics, etc.? 董事会成员是否积极参与工作？他们是否在商业、政治等方面有影响力？		
Does the Board have a finance committee? Who serves on it? How often does the Board review financial reports? 董事会是否有一个财务委员会？哪些人士担任委员？董事会多久审查一次财务报告？		
Does the Board display integrity and leadership qualities? 董事会是否展示出廉正及领袖素质？		
What strategies are used to recruit Board members? 招募董事会成员过程中采用了哪些策略？		
How is the Chair appointed? 主席是如何任命的？		
What skills does the Board have (e.g. fundraising, accounting)? Is a regular skills assessment conducted? 董事会掌握哪些技能（例如筹款、会计）？是否进行定期技能测评？		
Has the Board received Special Olympics training? If so, when and by whom? 董事会是否接受过特奥会培训？如果是，什么时间？谁是培训方？		
How often does the Board meet? 董事会多久会晤一次？		
Does the Board adhere to term limits? 董事会是否遵守任职期限？		
Does the Board agree written goals and targets with the National Director? 董事会是否与成员组织秘书长就书面目的和目标达成一致？		
Does the Board have written roles and responsibilities? Do they include fundraising? 董事会是否有书面职务及职责？其职务及职责是否包括筹款？		
How does the Board get input and feedback from sub-programs? 董事会如何从下级组织获得建议和反馈？		
How does the Board act on input and feedback from sub-programs? 董事会如何对下级组织的建议和反馈做出反应？		

Planning & Finance 计划与财务		
Questions 问题	Status 状况	Recommendations 建议
Does the program have an annual planning process? 成员组织是否有年度计划流程？		
What is the Board role in the process? 董事会在该过程中担任什么角色？		
How are key constituents involved? 重要成员通过什么途径参与？		
Does the plan have the basic elements necessary (e.g. goals, metrics)? 计划是否有基本必要元素（例如目标、指标）？		
Who tracks the plan and how? 谁负责跟踪计划实施？如何跟踪？		
How often are reports provided to the Board? 多久向董事会提交一次报告？		
Does the Program have written financial policies and procedures that comply with accounting standards? 成员组织是否有遵守会计准则的书面财务政策及流程？		
Are annual written financial statements approved by the Board? 年度书面财务报告是否经由董事会的批准？		
How well does the Program adhere to budget? 成员组织在遵照预算方面的表现如何？		
What is the procedure for making payments and who approves payments? 支付款项的流程是什么？谁负责批准支付？		
How is petty cash managed? 对小额现金是如何管理的？		
How are receipts and accounting records managed? 对发票和会计记录是如何管理的？		
How and when are salaries/stipends paid? Are payslips provided? 工资/定期津贴如何支付？何时支付？是否提供工资条？		
Is the bookkeeper related to any of the staff or Board? 记账员是否和任何员工或董事会成员有亲属关系？		
Does the Program obtain 3 quotations for goods and services? 成员组织是否在采购货品和选择服务时获取三家报价？		
Are there written thresholds above which Board approval is required? 是否有明文规定哪些事需董事会批准？		
What financial systems does the Program have in place? 成员组织有哪些财务系统？		
Is it clear who is responsible for managing each set of Program funds? 成员组织的每组资金是否有明确的负责人？		
Who is responsible for cross-checking proper implementation of financial procedures? 谁负责交叉核对财务手续的正确执行		
How is value-in-kind accounted for? 现金等价物是如何报账的？		
How is the budget developed? Who is involved and who signs off? 预算编制是如何做出的？谁参与了编制？谁负责最后的签字批准？		
What grants does the Program get? 成员组织获得哪些补助金？		
How does the Program ensure it complies with the terms and conditions of the grants? 成员组织如何确保对补助金条款及条件的遵守？		
Does the Program operate separate accounts for each grant? 成员组织是否为每项补助金设立独立的管理账户？		
How does the Program track expenses for each grant? 成员组织如何对每项补助金的开支进行跟踪？		
How many bank accounts does the Program have? 成员组织有几个银行账户？		
How many signatures are required for approval of transactions? Who signs, and are any of the signatories related to each other? 需要几个签字来获得对交易的批准？谁来签字？签字人之间是否存在亲属关系？		
Does the Program formally identify key risks and how it addresses them? 成员组织是否会正式识别重要风险？成员组织如何着手解决上述风险？		

Digital & Technology 数字化与科技		
Questions 问题	Status 状况	Recommendations 建议
How does the Program identify and address its technology needs? 成员组织如何弄清楚并满足其科技需求？		
What IT hardware does the Program use? 成员组织使用什么IT硬件？		
Does the Program use basic office applications? 成员组织是否使用基本的办公室应用软件？		
How does the Program manage athlete and competition data? 成员组织如何管理运动员和比赛资料？		
How does the Program store electronic information? 成员组织如何存储电子信息？		
How does the Program manage volunteers and family data? 成员组织如何管理志愿者和家属资料？		
How does the Program manage donor information? 成员组织如何管理捐助人信息？		
How does the Program collect and validate information for the Census? 成员组织如何为人口普查收集并验证信息		
Does the Program have a backup system? 成员是否有一个备份系统？		

