LAQs		
S/N	**Question**	**Answer**
1.	What is the Organisational Health Framework for Social Services (OHFSS)?	The OHFSS is a framework developed by NCSS and MSF to guide the social service sector on seven domains and 32 sub-domains of organisational health. With this framework, social purpose entities have a holistic view of the various elements constituting organisational health, allowing them to carry out strategic capability and capacity planning efforts.
2.	What are the roles and responsibilities of the Diagnostic Lead (DL) and what skills/competencies should the DL possess?	The DL should be someone who can drive the self-assessment process, with the sponsorship of the Agency Head. The DL could be from an organisation-wide role such as Strategy, Corporate Planning, Organisation Development etc. It is an added advantage for the DL to have the ability/skill to facilitate conversations surrounding organisational health. The DL's roles include: a. Gaining a good understanding of the OHFSS, by reading the Organisational Health Guidebook for Social Services (OHGSS) and the Self-Assessment Questionnaire, available in the OHFSS Self-Assessment Toolkit; b. Working closely with the Agency Head on key elements of the process e.g. identifying participants of the OHFSS Self-Assessment, diagnostic approach, follow-up plans etc.; c. Liaising with NCSS e.g. to submit names of identified participants, to receive the Organisational Health Report etc.; d. Coordinating across, and guiding, individual submissions by identified participants of the Self-Assessment.

3.	What funding support related to the OHFSS is available to SSAs?	More information will be provided for funding support related to the OHFSS as part of the Community Capability Trust (CCT) in upcoming months. *CCT schemes will open for applications from 1 April 2022.*
4.	How should an SSA go about selecting respondents for the online self-assessment form?	An SSA should select suitable respondents that are aware of the overall running of the organisation, and this selection should be driven by the Agency Head. Please refer to the OHFSS Self-Assessment Toolkit, hosted on the NCSS website, for detailed guidance on this.
5.	How can SSAs access and use the OHFSS?	The OHFSS can be found in the Organisational Health Guidebook for Social Services (OHGSS) and the OHFSS Self-Assessment Toolkit, both of which are hosted on the NCSS website. The OHFSS can be used to assess an organisation's current state in the seven domains and 32 sub-domains of organisational health. An organisation can carry out a self-assessment through the OHFSS Online Self-Assessment Form, available on the NCSS website.
6.	What is the Organisational Health Guidebook for Social Services (OHGSS)?	The OHGSS is a resource developed to guide the social service sector in organisational health. It contains an introduction to organisational health, the OHFSS, concrete ways to strengthen organisational health in each of the seven domains as well as best practices by Social Service Agencies (SSAs). The OHGSS comes with the OHFSS Self-Assessment Toolkit, which guides readers on the use of the self-assessment form.
7.	How can I use the OHFSS Online Self-Assessment Form?	SSAs can follow the step-by-step instructions in the OHFSS Self-Assessment Toolkit, available on the NCSS website. Once an SSA has assigned a DL, the DL will submit a list of selected participants (agreed upon with Agency Head) to carry out the self-assessment. The list of selected participants will receive a confirmation email with instructions on filling the online form. Once they have completed the online forms, NCSS will send a consolidated Organisational Health Report to the DL.

8.	The OHFSS Online Self-Assessment Form link on NCSS website is asking me for a One-Time Password (OTP) – how do I get this OTP?	Only selected participants whose names and email addresses have been submitted by the DL will receive an OTP to be used to complete the online self-assessment. Please note that the DL is **required** to submit their **work email address** for verification purposes. If the DL fails to provide their work email address, their submission of participants' details will not be accepted. If your name has been submitted by the DL, and you have not received an OTP, please email support@thunderquote.org for technical assistance.
9.	Who can carry out the OHFSS Online Self-Assessment Form on behalf of an SSA?	Current employees and Board Members of an SSA, whose names have been submitted by the DL, can carry out the Self-Assessment Form. More details on how the DL and Agency Head should select participants can be found in the OHFSS Self-Assessment Toolkit on the NCSS website. Please note that the DLs and Agency Heads **must** be participants of the Self-Assessment.
10.	How is the Organisational Health Report (OHR) useful and important to SSAs?	The OHR contains scores of the SSA across 7 domains and 32 sub-domains of organisational health. SSAs can use these scores to identify current strengths and areas of development. With this, SSAs can kickstart or support ongoing conversations around building organisational structures and processes. The report will enable SSAs to prioritise and be more strategic in their capability- and capacity-building efforts for better service delivery and user outcomes. It will also enable SSAs to monitor their organisational health over time, and have a common language for effective communication and collaboration. Moreover, it provides benchmarking vis-à-vis other SSAs.
11.	Will individual participants receive a summary of their responses to the OHFSS Online Self-Assessment Form?	Upon completion of the online form, participants will see a summary of their responses, which they can save or print as pdf. NCSS will send out a consolidated organisational report; **reports on individual responses will not be generated** and distributed.
12.	What is the Organisational Health Index (OHI)?	The OHI refers to the final score of an SSA's organisational health across the 77 statements in OHFSS. It is calculated as a consolidation of the seven domain scores, and manifests as a percentage in the OHR sent by NCSS to SSAs when their selected participants have completed the self-assessment form.

13.	How long does it take to complete the OHFSS Online Self-Assessment Form?	The OHFSS Online Self-Assessment will take approximately **45 mins to 1 hour** to complete (including the feedback questions).
14.	Is there a time limit for SSAs to complete the OHFSS Online Self-Assessment Form?	Upon the DL's submission of selected participants to NCSS, participants will have a duration of 2 weeks to attempt and complete the form. After 2 weeks, the DL will need to resubmit the list of selected participants to NCSS, if not yet completed. OTPs sent to participants when they start the self-assessment form are valid for 24 hours. This means the participant has 24 hours to complete the form once commenced, with options to Save Draft (on the same browser). After which, the participant will have to request a new OTP and start a new submission of the form.
15.	What support will NCSS provide to help SSAs start their organisational health journeys?	SSAs can look forward to various engagements organised by NCSS, including Capability Circle sessions, OHFSS Workshops and Organisational Health Clinics. For updates on the upcoming engagements, Agency Heads should ensure that their email addresses are constantly updated in the SSA E-Service platform on NCSS website (under "e-services"), so as to continue to receive emails from NCSS. Agency Heads are strongly advised to forward the emails to relevant staff so that they too can be updated on our upcoming engagements on the OHFSS. Agency Heads can refer to the guide (in ANNEX A) on how to update their email addresses in the platform.
16.	How often should SSAs be doing an organisational health assessment?	It is recommended for SSAs to carry out an organisational health assessment every 1.5 to 2 years.

| 17. | How is the Organisational Health Framework for Social Services (OHFSS) different from the Business Excellence diagnostic tool used in the OD Journey (ODJ)? | The OHFSS has been developed based on learnings gleaned from the implementation of the OD Journey Diagnostic and other established organisational health frameworks. While retaining much of the essence of organisational health assessment, domains and sub-domains have been refined to be more suitable for the social service sector. Examples of these are Volunteer Management, Finances and Digitalisation – key areas of organisational health at Social Service Agencies (SSAs). *The ODJ was launched in 2019 to improve organisational health of social purpose entities to be effective in delivering quality, innovative, and sustainable solutions for service users. It comprises the **Tote Board Non-Profit Sector Transformation Initiative: Organisation Development (TB-NTI:OD)** and the **NCSS Organisation Development Transformation (ODT)**. The 29 Non-Profit Organisations on the OD Journey undergo a 3-phase programme structure of a diagnostic, implementation of transformation interventions and a post-transformation assessment.* |

1. Login to NCSS e-Services

1. Navigate to the NCSS corporate website at https://www.ncss.gov.sg/. Then click on "e-services"
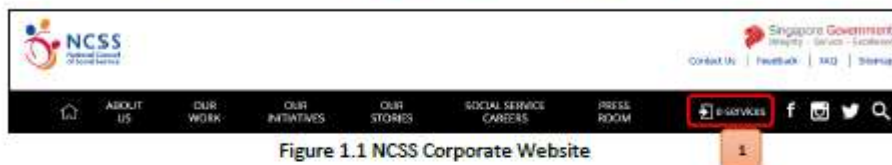
Figure 1.1 NCSS Corporate Website

2. Under the NCSS categories page, click on "e-services" link
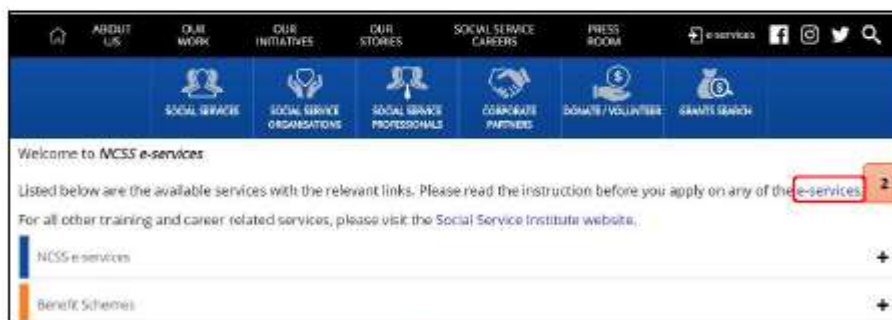
Figure 1.2 NCSS Categories Page

3. Click on "LOGIN AS CORPORATE"

Figure 1.3 Login Page

4. To login using CorpPass, click on "Login with CorpPass"

Figure 1.4 Corporate Login Page

5. Enter UEN/Entity ID, CorpPass ID and Password
6. Click on 'Login'

Figure 1.5 Corporate CorpPass Login Page

2. Edit Organisation Information

1. Login to e-Services
2. Click on 'Organisation Profile' in the left navigation bar or card menu

Figure 2.1 NCSS Member Social Service Organisation Portal Homepage

3. Click on 'Edit Organisation Information'

Figure 2.2 Organisation Profile

4. Edit existing entries and click on 'Save'

Figure 2.3 Edit Organisation Information

3. Add/Edit/Delete Contact

1. Login to e-Services
2. Click on 'Organisation Profile' in the left navigation bar or card menu
3. Click on 'Contact Information' tab

Add a New Board Member or Patron

4. Click on 'Add New Board Member' under 'Board Member' sub-tab or click on 'Add new Patron' or 'Add New Contact' under other sub-tabs

Figure 3.1 Contact Information

Figure 3.2 Contact Information

5. Fill in all mandatory fields (indicated by red-coloured asterisk (*)) and the rest of fields as needed, and click on 'Save'

Figure 3.3 Add Board Member

Figure 3.4 Add Patron

Add a New Head of Organisation

6. Click on 'Head of Organisation' tab and click on 'Add New Contact'.
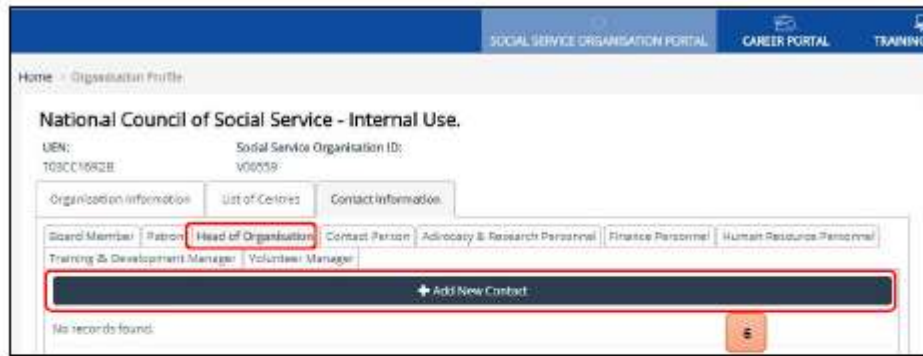
Figure 3.5 Select Head of Organisation tab

Edit an Existing Contact

7. Click on 'Action', and select 'Edit'

Figure 3.6 Contact Information

8. Edit existing entries and click on 'Save'

Figure 3.7 Edit Contact

Delete an Existing Contact

9. Click on 'Action', and select 'Delete'

Figure 3.8 Contact Information

10. Click on 'Delete' to confirm the deletion

Figure 3.9 Delete Confirmation Message Box