Assessment Matrix Reference Guide for Service Quality Standards (Standards, Criteria, Assessment Indicators and Assessment Steps)

Explanatory Notes

1. Introduction

This reference guide sets out the requirements of the 16 Service Quality Standards (SQSs) and their associated Criteria (stipulated as Assessment Indicators), as well as the Assessment Steps and Actions. Service units are required to implement the policies, procedures, mechanisms, plans, etc. accordingly. The guide will be used in the external assessments to determine whether the service unit meets the required level of service performance under the SQSs.

2. Notes on Assessment Steps and Actions

The assessment may be conducted through interview with staff, interview with service users, observation, document review and other methods as appropriate as stated in the Assessment Steps and Actions.

Interview with Staff / Service Users

In addition to interviewing staff, there will be separate interviews with the management or service unit managers who may be required to give elaboration or clarification on policies and procedures and the implementation of the SQSs.

Service users stated in all criteria means service users and/or their family members and significant others according to service specific situations.

For the steps of interview, if implementation cannot be ascertained from interviewees, observation and review of implementation records may be used as supplementary information. Telephone contacts instead of interview may also be adopted.

Review Document

Document review will include the examination of documented policies and procedures as required and the written work generated from and proving the implementation of SQSs and criteria such as records, minutes of meetings and documents arising from the work process.

Principle 1: Clearly Define the Purpose and Objectives of the Service and Make its Mode of Delivery Transparent to the Public

The purpose and objectives of the service should be clearly defined and its mode of operations transparent for the benefit of staff, existing and potential service users, and the general community.

Standard 1: Service Information

The service unit ensures that a clear description of its purpose, objectives and mode of service delivery is publicly available.

Criteria	Assessment Indicator	Assessment Steps and Actions
1.1 The service unit has an up-to-date handbook, information leaflet or brochure to include the service description, for example its purpose, objectives, target service users, approach to service delivery and service entry and leaving mechanisms.	available and cover up-to- date information on: - purpose - objectives - target service users - mode of service delivery - service entry and leaving	Review document to check that the required information can be obtained in the service description (in the form of leaflet, brochure or handbook).
1.2 The service description is in a user-friendly language and is accessible to potential service users, staff and members of the community (depending on the nature of the service and its target service users, this may necessitate the information being available in more than one language; being in multimedia and/or being explained to service users on an individual basis).	communication needs of service users. Procedures are in place to ensure that information is accessible. * Service description under	service users to confirm that the formats meet service users' needs, and establish staff and service users' knowledge of the existence

Criteria	Assessment Indicator	Assessment Steps and Actions
service unit should	Where appropriate, process exists making the service description available.	Interview with staff to confirm that the descriptions have been made available as appropriate.

Standard 2: Review and Update Policies & Procedures

The service unit should review and update the documented policies and procedures describing how it will approach key service delivery issues.

Criteria	Assessment Indicator	Assessment Steps and
		Actions
2.1 The service unit has a mechanism to review and update its policies and procedures.	document spelling out mechanism to review for each of the policies and procedures related to key service delivery issues stipulated under the SQSs. SQSs 6, 10, 11, 12, 13,	ascertain if such reviews and updating have taken place. Review document to ascertain if such document exists. Review document to examine samples of current policies and procedures recently
service users and staff	spelt out how input from service users and staff can be obtained in the process of reviewing and updating	and service users have been obtained in the relevant

Standard 3: Records

The service unit maintains accurate and current records of service operations and activities.

Criteria	Assessment Indicator	Assessment Steps and
3.1 Accurate and current records of service operations and activities of the service unit are maintained.	are current and maintained covering the information related to the service performance standards as stipulated in the service unit's agreement with SWD, Funding and Service Agreement (FSA) or	establish that the mechanisms for information collection and
3.2 Accurate and current statistical reports are produced for reporting to SWD.	service unit's performances and operations covering the information related to the service performance standards as stipulated in the service unit's agreement with SWD, FSA or SD are produced and submitted	establish that procedures or some form of routine quality assurance are in place to ensure that information collected and provided is reliable, valid and consistent. Review document to check

Criteria	Assessment Indicator	Assessment Steps and Actions
reports on the service unit's performance are	to make the service statistics, reports and other related information on the service unit's performance accessible to service users	Interview with staff to confirm the process by which the service statistics, reports and related information on the service unit's performance are made accessible to service users and the public.
	_	Interview with service users to confirm that the information is accessible to them.

Principle 2: Manage Resources Effectively with Flexibility, Innovation and Continuous Quality Improvement

The service unit should manage its resources effectively and in a manner of consistent with flexibility, innovation and continuous improvement in the quality of service delivered to service users.

Standard 4: Roles and Responsibilities

The roles and responsibilities of all staff, managers, and governing board should be clearly defined.

	Criteria	Assessment Indicator	Assessment Steps and Actions
4.1	Job description and duty statements which define roles, responsibilities and accountabilities in respect of all positions within the service unit are available.	descriptions and duty statements exist for all service unit staff which clearly set out their	Review document on staff job description and duty statements to establish that the service unit has clearly defined roles, responsibilities and accountability relationships for all positions.
4.2	Job description and duty statements form part of the information accessible to all staff, service users and other interested parties.	exists for making job descriptions and duty	establish details of the process involved in making this information available to
		* Job description and duty statement should be made accessible to the public.	users to establish that
4.3	The roles, responsibilities and membership of governing board are clearly defined and documented.	governing board are	establish that the service unit has clearly defined

Criteria	Assessment Indicator	Assessment Steps and Actions
an organisation chart on notice board and/ or websites, which depicts its overall structure, accountability relationships, and staffing establishment of	1 1	
	* Organisation chart should be made assessible to the public.	

Standard 5: Human Resources

The service unit/agency¹ implements effective staff recruitment, contracting, development, training, assessment, deployment and disciplinary practices.

Criteria	Assessment Indicator	Assessment Steps and Actions
5.1 The service unit / agency has policies and procedures on staff (including part-time staff) recruitment, deployment and promotion, employment contracting and disciplinary actions, and such policies and procedures are accessible to staff.	has document(s) spelling out the policies and procedures of - staff recruitment, deployment and promotion, specifying • selection criteria • time frames • responsible persons and their roles • measures to avoid conflict of interest - establishing employment contracts with employees - taking disciplinary	regular ² staff, if available, to ascertain if the policies and procedures on recruitment, deployment and/or promotion are implemented, if applicable. Interview with staff to ascertain if the policies and procedures related to staff matters are implemented or to establish that they are aware of the policies and
5.2 The service unit / agency has induction policies and procedures for new staff.	has document(s) spelling	Interview with staff to ascertain if the induction procedures are implemented. Review document to ascertain if the policies and procedures exist.

¹ The existence of policies and procedures implemented at unit and/or agency level is required. For those policies and procedures applicable to the unit, unit-based assessment on implementation will be made, and for policies and procedures implemented at agency-level, accessibility of them to unit staff is needed.

² "New" means a staff member who has joined the service unit (including newly recruited or existing staff of the agency) in the previous year. "Regular" means a staff member who is not recruited as a relief worker.

Criteria	Assessment Indicator	Assessment Steps and Actions
5.3 The service unit / agency provides ongoing supervision for staff and conducts regular performance reviews / appraisals for identifying areas for performance improvement and needs for ongoing training and development.	out the policy for conducting regular staff supervision and formative performance appraisals, specifying - when and by whom regular staff supervision and appraisal are to be conducted	ascertain if the supervision and appraisal practices are implemented. Review document to ascertain if the policy exists and contain the required elements. Review document to ascertain if staff supervision responsibility is specified in
	Staff supervision responsibility should be specified in the respective job description.	
5.4 The service unit / agency has a training policy and a plan for staff training and development.	has document(s) spelling out the policy on staff	plan are implemented. Review Document to ascertain if the policy and current

Standard 6: Planning, Evaluation and Feedback

The service unit regularly plans, reviews and evaluates its own performance, and has an effective mechanism by which service users, staff and other interested parties can provide feedback on its performance.

Cuitonia	Assessment Indicator	Assassment Stone and
Criteria	Assessment indicator	Assessment Steps and Actions
develops and documents appropriate plans to guide its operations and provide a basis	overall plan(s) on its operation spelling out: - its services / work	Review document or interview with staff to ascertain if the service unit has evaluated its performance according to the overall plans developed. Review document to ascertain if the plans exist and contain the required elements.
	document(s) spelling out the policies and procedures for obtaining feedback from service users, staff and other interested parties on its performance, and responding to such feedback. The policies and procedures are accessible to service users, staff and other interested parties.	implemented. Interview with service users to ascertain if they have access to the policies and procedures, and feedback has been collected from them according to the policies and

Criteria	Assessment Indicator	Assessment Steps and Actions
/ quality issues identified	and action to be taken are identified during review	ascertain that action is taken in response to the issues identified in the review and

Standard 7: Financial Management

The service unit implements policies and procedures to ensure effective financial management.

Criteria	Assessment Indicator	Assessment Steps and Actions
I	document(s) spelling out the procedures for developing and endorsing	Interview with staff to ascertain if the procedures are implemented. Review document to ascertain
7.2 The service unit has policies and procedures to manage financial resources and monitor financial performance.	document(s) spelling out the policies and procedures for managing financial resources and monitoring	ascertain if the policies and procedures are implemented. Review document to ascertain if the policies and procedures exist and contain the relevant
7.3 The service unit has procedures to regularly consider opportunities for introducing efficiencies / containing cost.	consider opportunities for introducing efficiencies /	ascertain that such procedures

Standard 8: Legal Obligations

The service unit complies with all relevant legal obligations.

Criteria	Assessment Indicator	Assessment Steps and Actions
aware of all legislation which governs its operations and service delivery (including	governing its operation and service delivery. (The Appendix to Assessment Matrix for	Interview with staff to ascertain if they are aware of the relevant legislation and they can gain access to them. Review document to ascertain such checklist of relevant
8.2 The service unit has procedures to monitor its performance ensuring that it complies with relevant legislation and seeks legal advice if and when required.	document(s) spelling out the procedures for monitoring its performance and ensuring it complies with relevant legislation. The service unit has a document showing that	Review document to ascertain

Standard 9: Safe Physical Environment

The service unit takes all reasonable steps to ensure that it provides a safe physical environment for its staff and s ervice users.

Crite	eria	Assessment Indicator	Assessment Steps and Actions
safety eq	uipment, is nd effectively	,	***
			Observe to check that all necessary safety equipment is available.
		Record showing that the equipment has been effectively maintained is available.	
users are of proc responding emergency drills are a regular b	made aware edures for to an and fire	and records are kept. Written procedures for responding to an emergency are available. Staff and service users are	service users to establish that they have received training in implementing safety procedures. Interview with staff to establish that they are well aware of various individuals' roles and responsibilities in
			Review document to check that there are procedures for responding to an emergency and fire drills have been conducted at least once every 12 months.

	Criteria	Assessment Indicator	Assessment Steps and
			Actions
9.3	The service unit regularly reviews its immediate and broader environment to identify		Interview with staff to establish and review safety management mechanisms.
	safety issues and ensures that appropriate strategies for managing them are developed and implemented.	immediate and broader environment are conducted on a regularly basis, and appropriate strategies for managing safety issues	hazards and is a safe physical environment for service users and staff.
		and implemented. The results of safety	
9.4	A record is kept of any accidents or injuries involving staff and/ or service users at the service unit and the manner of responding to such incidents.	a written record of all accidents or injuries involving staff and/or service users at the service	Review document of accident records and service unit's response.
9.5	If the service unit is involved in transporting service users, all relevant road and traffic safety precautions are taken.	users, irrespective of whether the vehicles used are being owned by the service unit or not, all relevant road and traffic safety precautions are to be taken including appropriate supervision of service users during transit. For service units having drivers and vehicles,	establish safety procedures in relation to transporting service users. Interview with service users to establish whether

Criteria	Assessment Indicator	Assessment Steps and Actions
ensures that any service equipment is properly maintained and, where appropriate, is used		establish service equipment maintenance and supervision

Principle 3: Identify and Respond to Service Users' Specific Needs

The service unit should identify and respond to service users' specific needs.

Standard 10: Entry and Exit

The service unit ensures that service users have clear and accurate information about how to enter and leave the service.

Criteria	Assessment Indicator	Assessment Steps and Actions
10.1 The service unit has policies and procedures in relation to entering and leaving the service and they are accessible to service users, staff or other interested parties.	document(s) spelling out the policies and procedures on entry and exit specifying the criteria for entering and leaving the service. The policies and procedures are accessible to service users, staff and other interested parties.	Interview with service users to ensure that they have access to the entry and exit policies and procedures. Review document on entry and exit policies and procedures. Review service users' files to verify entry and exit
10.2 The entry policy is non-discriminatory and clearly identifies the target service users for service delivery and the criteria for determining priority for entry.	show that entry criteria are not discriminatory (other than on the basis of relative needs or in compliance with the basis on which funding is provided).	identify if there was any discrimination in the entry to the service unit. Review document to ensure that entry policy is not discriminatory and the target service users and criteria for determining priority for entry

Criteria	Assessment Indicator	Assessment Steps and Actions
is refused entry to a service, the service unit provides the applicant with reasons for the decision and, where appropriate, refers	the service unit has established mechanisms for: - providing the applicant with reasons for the decision - referring applicant to	establish that refused applicants are provided with reasons for the refusal.

Standard 11: Needs of Service Users

The service unit has a planned approach to assessing and meeting service users' needs (whether the service user is an individual, family, group or community).

Criteria	Assessment Indicator	Assessment Steps and Actions
in relation to assessing and meeting service users' needs, and they are accessible to	document(s) spelling out the policies and procedures for assessing and meeting service users' needs which incorporate: - designated responsibilities	Interview with staff to establish that the policy and procedures for assessing and meeting service users' needs are in place and implemented. Interview with service users to ascertain if they have access to the policy and procedures. Review document to ascertain the existence and relevance
are consulted and, where appropriate, their views are incorporated	involving appropriate individuals (e.g. service users, staff members, family members, medical personnel) in needs assessment, planning, monitoring and review. Service users have been informed of their right to be involved, or to involve significant others, in the assessment and planning process. Service users involved in needs assessment recognise that their views will be	establish that the mechanism for consulting and incorporating the views of appropriate individuals in the assessment and planning process are in place. Interview with service users to confirm that their views are consulted and, where appropriate, incorporated in the assessment and planning process. Review document to check, if applicable, that appropriate individuals have

Criteria	Assessment Indicator	Assessment Steps and Actions
11.3 The service unit records assessment of service users' needs and plans as to how they will meet their needs, including goals, action identified and timeframes for achieving or reviewing plans.	mechanism for recording: - needs assessment of service users - plans to meet these needs, including goals, action identified, and	establish that procedures in relation to needs assessment and service planning incorporate the maintenance of appropriate records and are adhered to. Review document to check that appropriate records of needs assessment and service
11.4 Service users' records are regularly updated to reflect changing circumstances.	mechanism to regularly update service users' records. Information to show that	for updating service users' records is adhered to. Review document to ensure that the service users' records are regularly updated on at

Principle 4: Respect the Rights of Service Users

The service unit should respect the rights of the service users in all aspects of service operations and delivery.

Standard 12: Informed Choices

The service unit respects the service users' right to make informed choices of the service they receive as far as practicable.

Criteria	Assessment Indicator	Assessment Steps and Actions
12.1 The service unit has policies and procedures to provide service users with timely information about operations which affect the services received by them.	specifying under what circumstances, the timing required and how to	ascertain that timely information about the service unit's operations is available. Review document to ascertain if such policies and
12.2 The service unit has policies and procedures for providing service users with opportunities, if appropriate, to make informed choices and decisions about the services they receive, and such policies and procedures are accessible to them.	document(s) spelling out the polices and procedures specifying how and when the service users will be informed of the choices that are available and their decisions are sought. The policies and procedures are accessible to service users, staff and other interested parties.	ascertain if they are aware of the policies and procedures and if the policies and procedures are implemented. Interview with service users to ascertain if they can gain access to such policies and procedures, if opportunities are actually given and if decisions are autonomous. Review document to ascertain if the policies and procedures

Standard 13: Private Property

The service unit respects the service users' rights in relation to private property.

Criteria	Assessment Indicator	Assessment Steps and Actions
13.1 The service unit has policies and procedures for ensuring that service users' rights in relation to private property are being respected, and the policies and procedures are accessible to service users, staff or other interested parties.	document(s) spelling out the policies and procedures to protect service users' personal belongings and, where applicable, to ensure that their personal belongings are not used as communal property against their will. The policies and procedures are accessible to service	Interview with service users to establish that they are explained of their rights in relation to private property and they can gain access to such policies and procedures.
service users of the	users are provided with a secure place to keep private property. Where this is not possible, a process is in place for informing service users of the risks to their private property. Storage place, if available,	ascertain arrangements for

Criteria	Assessment Indicator	Assessment Steps and Actions
for collecting and/or managing the service users' money and other valuables, appropriate procedures and controls	control mechanisms exist which should include: - circumstances under which service users' money (including collection of donations / fees) and other valuables will be collected and/or managed - the way money will be collected and/or stored, and the steps/procedures in controlling their use	establish that they are aware of the procedures and adhering to them. Interview with service user to verify details of the established procedures and controls. Review document to check for procedures and controls for collecting and/or managing service users' money and check that they

Standard 14: Privacy and Confidentiality

The service unit respects the service users' rights for privacy and confidentiality.

Criteria	Assessment Indicator	Assessment Steps and Actions
individual service users are being respected,	document(s) spelling out the policies and procedures by which: - service users' needs for privacy and dignity are respected and upheld - service users are informed of their rights in relation to privacy and dignity Service users are treated in a manner reflecting that the service unit respects	Interview with staff to determine that the policies and procedures are adhered to. Interview with service users to determine how the service unit respects these needs and to ascertain if they have access to the policies and procedures. Observe to check that service users are treated in a manner reflecting that the service unit respects these needs.
	The policies and procedures are accessible to service users, staff and other interested parties. * Documents under this criterion should be make accessible to the public.	policies and procedures on respect for service users' rights for privacy and dignity and that service users are
	guideline on aided personal care activities is in place to ensure that the needs for private and dignified care of service users are	service users to ascertain that guideline on personal care activities is adhered to. Observe to establish that service users' needs for private and dignified care are respected.

Criteria	Assessment Indicator	Assessment Steps and Actions
for ensuring that service users' rights on confidentiality are being respected, and the policies and procedures	document(s) spelling out the policies and procedures to ensure that all information collected about service users, both written and verbal, is treated as confidential (except where there is legal requirement to disclose information). Due care is taken and procedures are in place to ensure that service users' files and personal information are accessible to staff on a need-to-know basis. A mechanism for obtaining consent before requesting	establish that the policies, procedures and mechanism are adhered to. Interview with service users to establish that they are aware that their information is treated as confidential, the consent mechanism is adhered to, and they have access to the policies and procedures. Observe to check that files and personal information relating to service users are stored in a secure manner. Review document to establish that service unit has policies and procedures on confidentiality of service

Standard 15: Complaints

Each service user and staff member is free to raise and have addressed, without fear of retribution, any complaints he or she may have regarding the agency or the service unit.

Criteria	Assessment Indicator	Assessment Steps and Actions
15.1 The service unit has policies and procedures in relation to handling complaints and they are accessible to service users, staff or other interested parties.	document(s) spelling out the policies and procedures in relation to handling complaints. The policies and procedures are accessible to service users, staff and other interested parties.	and procedures are adhered to. Interview with service users to ascertain if they have access to the policies and procedures. Review document to ascertain the existence of policies and
15.2 The service unit's procedures for handling complaints: - include timeframes within which action will be taken in response to any complaints raised - identify necessary staff actions and specify who will be responsible for dealing with the complaints - indicate how/when feedback will be provided to the service users	in place, which include: - establishment of reasonable timeframes (based on the corrective action involved) for the review and progress of complaint resolution - designating responsibility for dealing with the complaint	timeframe, dealt with by the designated staff, and with feedback to the service users. Interview with service users to establish details of the complaint system. Review document to check

Criteria	Assessment Indicator	Assessment Steps and Actions
15.3 Service users are informed of their rights to, and procedures involved in, raising complaints and having these addressed.	An appropriate mechanism exists for informing service users of their rights and procedures in this area.	
15.4 The service unit encourages and provides opportunities for service users to discuss service delivery issues and to freely raise any concerns they may have.	concerns. Service users have been informed that if they raise any concerns or complaints, they will not be disadvantaged and their concerns will be	establish how service users are encouraged and provided with opportunities to raise issues and concerns. Interview with service users to establish that they are provided with opportunities to raise any concerns or
15.5 Any complaints raised and actions taken to resolve complaints are documented.	complaints raised and	Review document to establish that record of complaints raised and actions taken to resolve them is kept.

Standard 16: Freedom from Abuse

The service unit takes all reasonable steps to ensure that service users are free from abuse.

Criteria	Assessment Indicator	Assessment Steps and Actions
16.1 The service unit has policies and procedures for ensuring that service users' rights to freedom from verbal, physical and sexual abuse are being respected, and the policies and procedures are accessible to service users, staff or other interested parties.	document(s) spelling out the policies and procedures on the prevention and handling of abuse to ensure that service users' rights to freedom from verbal, physical and sexual abuse are being respected. The policies and procedures are accessible to service	Interview with staff to establish that the relevant policies and procedures are adhered to. Interview with service users to ascertain if they have
16.2 Staff of the service unit are aware of its policies and procedures on protecting service users' rights to freedom from abuse.	appropriate mechanism such as training, guidance and supervision, to inform staff of protecting service users' rights in this area. Service delivery practices promotes respect for service users and seeks to	establish that the mechanism for informing staff about the policies and procedures with regard to the protection of service users' rights to freedom from abuse is in place. Interview with staff to confirm that they are aware

Criteria	Assessment Indicator	Assessment Steps and Actions
users are encouraged to raise any concerns about verbal, physical or sexual abuse and are given appropriate	staff and service users with opportunities to raise issues and concerns about verbal, physical or sexual abuse. Service users have been informed that they can raise complaints and that they will not be	establish how they and service users are encouraged and provided with opportunities to raise issues and concerns about verbal, physical or sexual abuse.