
Corporate Governance Review Report



**Sports Federation and Olympic Committee
of Hong Kong, China**

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

A Corporate Governance Review was conducted upon the Member Associations of Sports Federation and Olympic Committee of Hong Kong, China ('SF&OC') between December 2020 and September 2023. The background, method & approach, key review results, views of Member Associations, findings and observations with corresponding recommendations on elevating the levels of corporate governance are laid out in respective chapters.

SF&OC, established in November 1950 and incorporated under the Companies Ordinance (Cap. 622) as a company limited by guarantee in March 2017, is the National Olympic Committee ('NOC') of Hong Kong, China. As the NOC, SF&OC acts as the spokesman of the sports industry and works closely with its Member Associations in the promotion and development of sports in Hong Kong. As at November 2023, SF&OC has 83 Member Associations including both National Sports Associations ('NSAs') and Sports Organizations ('SOs').

Dedicated to supporting the promotion and development of sports, the Government of the Hong Kong Special Administrative Region provides fundings to SF&OC, NSAs and SOs through the Culture, Sports and Tourism Bureau ('CSTB'), Leisure and Cultural Services Department ('LCSD'), and Arts and Sport Development Fund (Sports Portion). The amount of subvention was substantially increased from \$300 million in FY 2019-2020 to more than \$500 million in Financial Year (FY) 2023-2024. In addition to further the objectives of developing and promoting sports, the notable increase also aims at improving manpower and staff remuneration, as well as strengthening the corporate governance capabilities of NSAs/SOs.

In 2020, the former Home Affairs Bureau, now CSTB, provided a five-year time-limited funding to support SF&OC in conducting a Corporate Governance Review on the operation and internal monitoring mechanism of its Member Associations with a view to enhancing their corporate governance levels and transparency of operation. A Corporate Governance Team ('CG Team') was set up in October 2020.

To set the scope of this Corporate Governance Review, 77 out of 83 Member Associations were included. Among six that were not included, the Football Association of Hong Kong, China Limited has already engaged an external consultant to conduct an internal audit and review of corporate governance which lasts until 2024 while the nature of activities of the remaining five are solely on recreational, educational, social and/or medical purposes with no athlete representing Hong Kong to participate in international competitions.

To kick-off this review, prior engagement of Board Directors and senior management staff of NSAs/SOs, being major stakeholders, was actively pursued through briefings, informal meetings, outreach visits, tea receptions and consultation sessions to explain the rationale and purpose of the review and, more importantly, to secure their co-operation. Monitoring mechanisms were also established by way of forming an Independent Steering Committee ('ISC') and convening Monthly Corporate Governance Meetings. All meetings were held under fixed schedule and the progress of review were timely reported to the Board of Officers of SF&OC.

To best serve the purpose of this review, the method and approach were carefully designed. In setting the review method, the framework set out in the 'Best Practice Reference for Governance of National Sports Associations - Towards Excellence in Sports Professional Development', drawn up by Independent Commission Against Corruption ('ICAC') for reference by NSAs/SOs in enhancing their corporate governance levels, was adopted. Taking the framework and its content as reference, a 'Corporate Governance Checklist' ('Checklist'), consisting of six major areas, was devised. A total of 243 governance items were ironed out under different sections and sub-sections. Three categories of ratings delineated as 'Fully Implemented', 'Partially Implemented' and 'Not Implemented' were set out. A two-pronged approach was undertaken in the review. In brief, it composed of reviewing governance documents, both published on official websites and submitted by NSAs/SOs, and conducting review meetings with Board Directors and/or senior management staff of NSAs/SOs.

Given the diversity of NSAs/SOs in their sports nature, sizes and scales of organizational structures as well as the amount of Government subvention, etc., a variety of factors, both tangible and intangible, may affect their corporate governance levels. In this regard, the review meetings with the Board Directors and/or senior management staff of NSAs/SOs serve to fill the gaps and provide avenue for elaborations and clarifications. Other purposes of review meetings were to discuss various areas and perspectives so as to find out reasons and/or difficulties affecting the implementation of governance measures and to see if any other issues need to be promptly addressed.

All views and data gathered from the two-pronged approach are presented in Chapter 4 and Annexes of this report. Yet, due to the huge volume of data and for better illustration of a concise picture on the results (indicated as percentage) under each area, only those significant governance items at the highest and lowest ranges of percentage attained are depicted in Chapter 3. These percentages serve as indicators for the levels of corporate governance achieved by NSAs/SOs. It is stressed that there is no '**PASS**' or '**FAIL**' in this review.

After reviewing 77 NSAs/SOs, the overall percentage achieved under the categories of 'Fully Implemented' + 'Partially Implemented' is **58.10%**. The percentage indicated that

NSAs/SOs have achieved at a reasonably good level of corporate governance which also reflected the efforts inputted by various government departments and stakeholders, i.e., CSTB, LCSD, ICAC, SF&OC and Member Associations in elevating the corporate governance levels of NSAs and SOs in recent years. Nevertheless, continuous effort to implement recommended best practices will foster sustainable development.

This report also details the views, comments and difficulties tendered by the Board Directors and/or senior management staff of NSAs/SOs which they encountered or anticipated in implementing best practices in daily operations. Their submissions provided insights for drawing up recommendations that are practical and feasible for elevating governance levels. In actual fact, their views and comments also served as pointers for consideration on the need of any interim and/or long-term measures.

In finalizing the review, a summary of findings and observations from the analysis are listed out with corresponding recommendations. While acknowledging that there are a variety of factors affecting NSAs/SOs in the pursuit of good governance, some factors are found to be common to the majority of, if not all NSAs/SOs, such as Board of Director's composition, election, athlete selection criteria, knowledge gaps, training, etc.

In order to assist NSAs/SOs to tackle the difficulties and address areas of concern, a number of measures are proposed, which include but not limited to devising a Code of Governance and related Guidelines & Procedures, composing an assessment tool for evaluation of corporate governance level, stepping up quality assurance and corporate governance checks & introducing 'Compliance Officer' for the checks, better utilizing existing resources, setting up a pool of professionals for offering advice, formulating athletes selection mechanism, setting up qualification and registration mechanism of coaches and umpires, and coordinating training courses & seminars on corporate governance. Last but not the least, way forward as to the implementation of Code of Governance and associated issues is also listed out.

Sports Federation & Olympic Committee of Hong Kong, China

Limitation

In conducting the review, CG Team examined the governance documents and held meetings with respective Board Directors and/or senior management staff of NSAs/SOs to verify the findings which inevitably relied upon the integrity of the information and documents on that basis. Owing to the variety in terms of nature of sports, sizes and scales of NSAs/SOs, the observations and recommendations set out in this Report may not be fully exhaustive as we cannot rule out that other issues may exist. We have based our review on the information which was made available to us during the course of review held between December 2020 and September 2023. We have no obligation to update nor have we in fact updated the report after the afore-mentioned period.

The Report is intended solely for the information and use of SF&OC and its Member Associations, and is not intended to be, and should not be, used by any other parties for any other purposes, and is not to be referred to or otherwise distributed to any other parties without written consent of SF&OC. No reliance should be placed by any other third parties on the Report for any purposes whatsoever and we shall not be responsible to these third parties which have acted on the information contained herein.

CHAPTER ONE

INTRODUCTION

CHAPTER ONE - INTRODUCTION

Background

1.1 The Sports Federation and Olympic Committee of Hong Kong, China ('SF&OC'), initially known as Amateur Athletic Federation of Hong Kong, when it was founded in November 1950 under the Societies Ordinance (Cap. 151), is a non-profit-making and non-governmental organization. In March 2017, SF&OC was incorporated under the Companies Ordinance (Cap. 622) as a company limited by guarantee.

1.2 SF&OC is recognized by the International Olympic Committee ('IOC'), Olympic Council of Asia ('OCA') and East Asia Olympic Committee ('EAOC') as the National Olympic Committee ('NOC') of Hong Kong, China. As the NOC, SF&OC acts as the spokesman of the sports industry in Hong Kong and works closely with its Member Associations in pursuing the objectives of promoting and developing sports in Hong Kong. As at November 2023, there are altogether 83 Member Associations including both National Sports Associations ('NSAs') and Sports Organizations ('SOs').

1.3 To support the development and promotion of sports, the Government of the Hong Kong Special Administrative Region ('Government') provides funding to eligible NSAs on a block grant basis and SOs on a project basis under the Sports Subvention Scheme ('SSS') administered by the Leisure and Cultural Services Department ('LCSD'). As at the Financial Year (FY) 2023-2024, there are totally 62 NSAs receiving recurrent Government subventions. Besides, NSAs/SOs also receive funding support through donations and sponsorships from private sectors and/or public. Each NSA is authorized to organize and manage local sports activities in its own field. These activities include organizing local and international competitions held in Hong Kong, providing training from beginners to elite levels, selecting local athletes to enter international competitions, and/or training of coaches and umpires, etc.

1.4 In recent years, the amount of recurrent resources provided to the sports sectors were on the increase, notably from \$300 million in FY 2019-2020 to more than \$500 million in FY 2023-2024. Apart from developing and promoting sports at different perspectives, the Government also addressed the need for improving manpower and staff remuneration as well as enhancing the corporate governance levels. Understandably, the use of public funds also generates appeals on the propriety, accountability, transparency and effectiveness on the part of NSAs/SOs from the stakeholders and the general public.

1.5 In 2020, the former Home Affairs Bureau, now Culture, Sports and Tourism Bureau (‘CSTB’), provided a five-year time-limited funding to support SF&OC in conducting a Corporate Governance Review on the operation and internal monitoring mechanism of its Member Associations with a view to enhancing their corporate governance levels and transparency of operation. A Corporate Governance Team (‘CG Team’) was set up in October 2020.

1.6 To provide steering from a strategic perspective and to monitor the review progress, an Independent Steering Committee (‘ISC’) was formed by SF&OC in December 2020 with members comprising of Dr. CHOW Yat Ngok, York, GBS, SBS, MBE, Mr. TANG King Shing, GBS, PDSM, PMSM and Mr. MA Ching Nam, BBS, CStJ, JP. Internally, Monthly Corporate Governance Meetings chaired by SF&OC Honorary Secretary General with members of Honorary Deputy Secretaries General, Chief Executive and CG Team are held to oversee progress of the review. All meetings are held under fixed schedule and progress are timely reported in every SF&OC’s Board of Officers Meeting.


1.7 The review was initiated by setting the scope and deciding the method & approach with a view to covering all areas of importance with emphasis on those being areas of concern. Analysis was conducted from different perspectives to obtain lists of findings and observations. Direct dialogue was established with Board Directors and/or senior management staff of NSAs/SOs through review meetings whereby views and comments, which were useful for making practical and feasible recommendations, were gauged.

1.8 At the onset, a briefing was delivered to Board Directors and senior management staff of all Member Associations to explain the rationale & purpose of the review and to seek their supports and co-operation. The President of SF&OC, Mr. Timothy T.T. FOK, GBM, GBS, JP, also held a number of informal meetings with Board Directors and senior management staff of NSAs/SOs to further elaborate the review objectives and garner their supports. Throughout the course of review, NSAs/SOs were closely engaged by way of outreach visits, tea receptions, seminars and consultation sessions.

1.9 The Corporate Governance Review commenced from December 2020 until September 2023 covering 77 Member Associations.

Objectives

1.10 This Corporate Governance Review Report aims to project a full picture of the corporate governance levels of 77 Member Associations under SF&OC during the review period between December 2020 and September 2023.



1.11 Through the analysis conducted at different spectrum, areas of concern are highlighted for attention and corresponding recommendations on how to uplift the overall corporate governance levels of Member Associations are proposed for consideration.

1.12 The Review Report also aims at cultivating a better understanding on the structure and operation of individual NSA and SO, whereby fostering future communication and mutual cooperation.

CHAPTER TWO

REVIEW METHODOLOGY

CHAPTER TWO - REVIEW METHODOLOGY

Methodology

2.1 In setting out the method, CG Team made reference to ‘Best Practice Reference for Governance of National Sports Associations - Towards Excellence in Sports Professional Development’¹, ‘Best Practice Checklist - Governance and Internal Control in Non-Governmental Organizations’² and other documents such as, Olympic Charter, International Olympic Committee Code of Ethics, Articles of Association of SF&OC, etc. before devising a Corporate Governance Review Checklist (‘Checklist’) [Annex 1]. The Checklist, which consists of 243 governance items covering major and significant best practices, is devised. Three categories of ratings delineated as ‘Fully Implemented’, ‘Partially Implemented’ and ‘Not Implemented’ are set out.

2.2 The Checklist is categorized into the following six areas:

- 2.2.1 Board Governance;
- 2.2.2 Integrity Management;
- 2.2.3 Selection of Athletes;
- 2.2.4 Management of Coaches and Umpires;
- 2.2.5 Administration of Membership; and
- 2.2.6 General Administration.

2.3 Each area is subdivided into various sections. The distribution of governance items in each section is as follows:

Table 2.1

Area 1 - Board Governance		No. of Items
1.1	Executive Board	18
1.2	Functional Committees	16
1.3	Nomination and Election of Board Members and Functional Committee Members	22

¹ ‘Best Practice Reference for Governance of National Sports Associations – Towards Excellence in Sports Professional Development’ was devised by Independent Commission Against Corruption in 2011. It aims to help NSAs to strengthen their governance and provide NSAs guidance on the principles and standards of good governance and internal control.

² ‘Best Practice Checklist - Governance and Internal Control in Non-Governmental Organizations’ was devised by Independent Commission Against Corruption in 2015 to help NGOs foster good governance in the organizations and best practices in respect of integrity management, internal control, financial management, procurement, staff administration, and management of maintenance works.

1.4	Conduct of Board and General Meetings	8
1.5	Transparency and Accountability - Make the Following Information Available on its Website, the NSA's Governance Structure and Operations	8
Sub-total		72
Area 2 - Integrity Management		No. of Items
2.1	Integrity Management	3
2.2	Code of Conduct	16
2.3	Integrity Awareness Building and Entrenchment	3
Sub-total		22
Area 3 - Selection of Athletes		No. of Items
3.1	Fundamental Principles in Athlete Selection	4
3.2	Selection Policy	9
3.3	Selection Committee	5
3.4	Selection Criteria - Objective and Subjective Criteria	3
3.5	Conduct of Selection - Publicize the Important Information about the Selection Exercise	5
3.6	Appeal Mechanism	10
3.7	Review of Selection Policy	2
Sub-total		38
Area 4 - Management of Coaches and Umpires		No. of Items
4.1	Qualification and Registration Mechanism	17
4.2	Assignment of Coaching and Adjudicating Duties	3
4.3	Coaching	1
Sub-total		21
Area 5 - Administration of Membership		No. of Items
5.1	Admission of Membership	10
5.2	Membership Suspension and Termination	4
Sub-total		14
Area 6 - General Administration		No. of Items
6.1	Financial Management	16
6.2	Procurement	12

6.3	Staff Administration	36
6.4	Others	12
Sub-total		76
TOTAL		243

2.4 To prepare for the review meeting with NSAs and SOs, CG Team will download governance documents such as Mission Statement, Articles of Association, Memorandum of Association, By-laws, Policy and/or Guidelines on Selection of Athletes, Coaches' Code of Conduct, etc. from the websites of NSAs and SOs. Each NSA/SO will also be invited to submit related governance documents to CG Team.

2.5 Upon receipt of governance documents, CG Team will check and compare them against the Checklist. NSAs and SOs will be rated either 'Fully Implemented', 'Partially Implemented' or 'Not Implemented' on every governance item in the Checklist according to the documents submitted to see whether they have put the best practices in place. Initial Checklist result of individual NSA and SO will then be formulated.

2.6 Thereafter, review meetings will be held between the Board Directors and/or senior management staff of NSAs/SOs and CG Team members. In the meetings, CG Team will reiterate the purpose and rationale of the review and verify the initial Checklist results together with the Board Directors and/or senior management staff of NSAs/SOs. It will be followed by in-depth discussions on the actual operations and existing practices or procedures in order to identify any difficulties and/or areas of concern encountered in the course of implementing good practices on corporate governance.

2.7 Before the conclusion of each review meeting, the Board Directors and/or senior management staff of NSAs/SOs will be invited to furnish additional information or documents, if necessary, to supplement the review. They will also be requested to forward written submissions to CG Team on any anticipated difficulties and/or problems faced when enhancing their corporate governance levels so that their views can be reflected in this Corporate Governance Review Report.

2.8 After receiving supplementary documents and written submissions from NSAs/SOs, CG Team will update the Checklist, compile and send initial Individual Review Reports to NSAs/SOs for comments. If there are any further comments from NSAs/SOs, they will be incorporated into the Individual Review Reports before finalizing. The Individual Review Report will serve as written record of the interview and more practically, as reference for subsequent improvement.

2.9 Information and data collected in all review meetings will be collated for analysis. For the sake of analysis and comparison, the percentages of 'Fully Implemented' + 'Partially Implemented' will be captured for illustration in this Review. A Corporate

Governance Review Report with observations and recommendations on how to enhance the corporate governance levels of NSAs/SOs will be compiled and submitted to CSTB.

2.10 All information and data gathered from this review will be kept confidential except to a limited number of related personnel of SF&OC.

Member Associations Being Reviewed

2.11 As at November 2023, there are altogether 83 NSAs and SOs being either Association Ordinary Members, Associate Members or Observers of SF&OC. Among 83 NSAs/SOs, 36 participate in both the Olympic Games and Asian Games while nine only participate in the Asian Games. The remaining 38 do not take part in either of the Games.

2.12 To best serve the purpose of this review, it is decided that only 77 NSAs and SOs are included whereas the following six SOs are not:

- (a) The Football Association of Hong Kong, China Limited;
- (b) The Hong Kong Society for the Deaf;
- (c) Chinese Young Men's Christian Association of Hong Kong;
- (d) South China Athletic Association;
- (e) Victoria Recreation Club; and
- (f) Sports Medicine and Sports Science Association of Hong Kong, China Limited.

2.13 The Football Association of Hong Kong, China Limited is not included because it has engaged an external consultant to conduct an internal audit and review of corporate governance which will last until 2024. The nature of activities of the remaining five SOs are solely on recreational, educational, social and/or medical purposes. There are virtually no activities for organizing teams representing Hong Kong in competitions/events.

LCSD Subvention Granted to NSAs/SOs

2.14 Amongst all 77 NSAs and SOs under review, there are 60 NSAs receiving Government block grant subvention. According to the document 'LCSD Subvention Granted to National Sports Associations'³, the distribution of NSAs/SOs by Government

³ There are 62 National Sports Associations receiving "Sports Subvention Scheme" Block Grant from LCSD (https://www.lcsd.gov.hk/en/forms/nsa_financial.pdf). However, this review only covers 60 National Sports Associations because the remaining two (a) The Football Association of Hong Kong, China Limited has its own Corporate Governance

subvention in FY 2022/2023 is as follows:

Table 2.2

Amount of Government Subvention Received in FY 2022/2023 (HK\$)	No. of NSAs/SOs (with %)
0	17 (22.08%)
0 to 5M	17 (22.08%)
5 to 10M	25 (32.47%)
10 to 15M	9 (11.69%)
15 to 20M	7 (9.09%)
Over 20M	2 (2.59%)

Number of Salaried Staff of NSAs/SOs

2.15 The breakdown of 77 NSAs/SOs by the number of salaried staff⁴ in NSAs/SOs is as follows:

Table 2.3

No. of Salaried Staff	No. of NSAs/SOs (with %)
0	7 (9.09%)
1 to 5	30 (38.96%)
6 to 10	23 (29.87%)
11 to 20	11 (14.29%)
Over 20	6 (7.79%)

Block Grant from LCSD and (b) Hong Kong, China Sports Association of the Deaf Company Limited is not SF&OC member.

⁴ 'Salaried Staff' refers to personnel who are employed using LCSD subvention, funding topped-up by NSAs/SOs and/or under Retired Athletes Transformation Programme (RATP).

CHAPTER THREE

KEY REVIEW RESULTS

CHAPTER THREE - KEY REVIEW RESULTS

3.1 The percentages achieved by NSAs and SOs on the implementation of governance practices embedded in the 243 governance items in the Checklist reflect their corporate governance levels and/or how far they have achieved in six areas at the time of review.

3.2 The percentages shown in this review are absolute figures and it is reiterated that there is no indication of '**PASS**' or '**FAIL**' on the corporate governance levels of NSAs and SOs.

3.3 There are loads of data collected in this review. In order to project a concise picture of the results under each area, only those relatively significant items at the highest and lowest range of percentages attained are illustrated in this Chapter. Full Review Result Data of all 77 NSAs and SOs is appended at **Annex 2**.

Overall Corporate Governance Levels

3.4 Table 3.1 shows the **OVERALL** percentage attained by 77 NSAs and SOs in the Corporate Governance Review in four categories, namely 'Fully Implemented', 'Partially Implemented', 'Fully + Partially Implemented' and 'Not Implemented':

Table 3.1

Fully Implemented	Partially Implemented	Not Implemented	Fully + Partially Implemented
49.70%	8.40%	41.90%	58.10%

Findings

3.5 The rate of 'Fully Implemented' + 'Partially Implemented' of 243 recommended best practices achieved by 77 NSAs and SOs is **58.10%** which is a reasonably good standard of corporate governance. Understandably, NSAs and SOs are of different scales and manpower, they may not be able to fully implement all 243 items listed in the Checklist. Nonetheless, continuous efforts should be made by all stakeholders to strive for excellence and better levels of corporate governance.

Overall Corporate Governance Levels in Six Areas

3.6 There are six major areas in this review and the respective percentages achieved by NSAs/SOs are listed as follows:

Table 3.2

Areas of Corporate Governance	Fully + Partially Implemented
1. Board Governance	50.78%
2. Integrity Management	67.24%
3. Selection of Athletes	59.19%
4. Management of Coaches and Umpires	44.65%
5. Administration of Membership	67.25%
6. General Administration	63.89%

Findings

3.7 The overall percentages, in descending order, attained by 77 NSAs and SOs on ‘Fully + Partially Implemented’ items in six areas are:

- (a) Administration of Membership (67.25%);
- (b) Integrity Management (67.24%);
- (c) General Administration (63.89%);
- (d) Selection of Athletes (59.19%);
- (e) Board Governance (50.78%); and
- (f) Management of Coaches and Umpires (44.65%).

3.8 The corporate governance level on ‘Administration of Membership’ achieved the highest percentage amongst six areas. It is also good to note that NSAs/SOs accorded great emphasis on ‘Integrity Management’ whereby corruption, misconduct and malpractice are not tolerated. They performed quite well in the area of ‘General Administration’ which encompasses financial management, procurement, human

resources, and formulation of Code of Practices on various subjects such as Equal Opportunity, Prevention of Sexual Harassment, Child Safeguarding and Complaint Handling. As for the areas on ‘Board Governance’ and ‘Management of Coaches & Umpires’, there are still rooms for improvement.

Overall Corporate Governance Levels by Government Subvention

3.9 Acknowledging that NSAs and SOs receive different amount of Government subvention, it is worth exploring if there is any correlation between the amount of Government subvention and the achievement in the level of corporate governance. The amount of Government subvention in FY 2022-2023 was adopted for analysis in this review. Full Review Result Data (Breakdowns of Six Areas) by LCSD Subvention is appended at **Annex 3**.

3.10 The percentages of overall corporate governance levels by LCSD subvention obtained by NSAs/SOs are appended as follows:

Table 3.3

Amount of Government Subvention	No. of NSAs/SOs	Fully + Partially Implemented
Nil	17	35.80%
\$1 to \$5M	17	63.47%
\$5M to \$10M	25	62.44%
\$10 to \$15M	9	70.00%
\$15M to \$20M	7	67.78%
Over \$20M	2	60.49%

Findings

3.11 According to the collected data, the percentages of corporate governance of NSAs/SOs receiving zero Government subvention is 35.80% in contrast to those receiving subvention which ranged from 60.49% to 70.00%.

3.12 It is revealed that there is a marked difference of about 24% in corporate governance levels between NSAs/SOs receiving nil and those receiving Government

subvention, irrespective of the amount. The marked difference indicates that Government subvention is one of the major factors attributing affect is strongly suggests that Government subvention, use of which is supervised by LCSD, can have some correlation with corporate governance levels. Obviously, NSAs/SOs with Government subvention are able to deploy more resources for better operations.

3.13 Nevertheless, amongst those NSAs/SOs receiving Government subvention, it is interesting to learn that the NSAs/SOs receiving larger amount of Government subvention does not necessarily imply that they attained higher levels of corporate governance. This may involve some other factors such as the importance that the Board of Directors place on good governance, whether the staff has right calibre, the turn-over rate of staff and suitable allocation of work, etc.

Overall Corporate Governance Levels by Number of Salaried Staff

3.14 The number of salaried staff in NSAs/SOs in one way reflects their scales/sizes. The correlation between the number of salaried staff and their corporate governance levels was studied. Full Review Result Data (Breakdowns of Six Areas) by Number of Salaried Staff is appended at **Annex 4**.

3.15 The percentages of overall corporate governance levels by number of salaried staff acquired by NSAs/SOs are appended as follows:

Table 3.4

No. of Salaried Staff	No. of NSAs/SOs	Fully + Partially Implemented
Nil	7	36.27%
1 to 5	30	53.21%
6 to 10	23	64.43%
11 to 20	11	63.90%
Over 20	6	73.18%

Findings

3.16 There is a noticeable difference in corporate governance levels of NSAs/SOs with and without salaried staff. The percentage of NSAs/SOs without any salaried staff

is 36.27% as opposed to those with salaried staff ranged from 53.21% to 73.18%.

3.17 For obvious reason, it can reasonably be assumed that NSAs/SOs, which do not have any salaried staff, attained a lower percentage because no paid staff is working in the NSAs/SOs whereby the procedures and practices of corporate governance cannot be fully implemented.

3.18 For those NSAs/SOs with salaried staff, generally the more staff employed, the higher the levels of corporate governance. It is particularly obvious that NSAs/SOs employed more than 20 staff acquired the highest percentage (73.18%). It is inferred that more manpower should be attributed to better levels of corporate governance.

Area 1 - Board Governance

3.19 To evaluate the levels of corporate governance of NSAs/SOs under Area 1 - Board Governance in details, the percentages of respective five sections are appended as follows:

Table 3.5

Sections	Fully + Partially Implemented
1.1 Executive Board	59.88%
1.2 Functional Committees	26.79%
1.3 Nomination and Election of Board and Functional Committee Members	38.90%
1.4 Conduct of Board and General Meetings	95.29%
1.5 Transparency and Accountability	66.40%

Findings

3.20 Amongst all five sections, the ‘Conduct of Board and General Meetings’ achieved the highest percentage. Being one of the major components in board governance, it is conventional that pertinent details on the conduct of meetings were

stipulated in the Articles of Association and/or By-laws of NSAs/SOs.

3.21 It is noted that many NSAs/SOs have set up functional committees. About 35% of the NSA/SO have established Finance Committee whereas about 13% of them have Audit Committee. Yet, it is undesirable that the percentage acquired on ‘Nomination and Election of Board and Functional Committee Members’ is relatively low.

Highest and Lowest Percentages in Section 1.1 Executive Board

3.22 Effective Board of Directors devises strategic planning and business decisions which are good for healthy development of NSAs/SOs. The following table shows the highest and lowest percentages attained in Section 1.1:

Table 3.6

1.1 Executive Board	Percentage Achieved
Incorporate Board composition	100.00%
Incorporate Terms of Reference	98.70%
Set out maximum length of term of office/mission of NSA/incorporate disqualification of directors	90.91%
Include a statement of commitment to ethical practices and strict compliance with laid down policies and procedures/incorporate integrity requirements	85.71%
Set out maximum tenure	31.17%
Draw up roles and responsibilities of secretariat	28.57%
Include mix of Board membership	25.97%
New Board members should undergo a full induction	16.88%
Specify minimum attendance rate at the Board meeting	11.69%

Findings

3.23 Most of the NSAs/SOs have listed the Board of Director's composition and Terms of Reference in details. They have also spelt out their missions and commitment to ethical practices and integrity requirements.

3.24 Although considerable number of NSAs/SOs have set out the maximum length of term of office a person may serve on the Board of Directors or in certain key posts, there is only about 30% of which have defined the maximum tenure. It is not ideal if identical personnel are serving on the Board of Directors for a lengthy period which may hinder the injection of new ideas for advancements and succession planning.

3.25 It will be more robust if the roles and responsibilities of the Secretariat, the requirements of fair mix of expertise in the Board of Directors and new Board Directors to attend induction, and minimum meeting attendance rate are specified. These recommended best practices will enhance the effectiveness and creditability of NSAs/SOs.

Highest and Lowest Percentages in Section 1.2 Functional Committees

3.26 The establishment of functional committees is to oversee major functions and to steer specific initiatives or programmes of NSAs/SOs. It is mentioned in the 'Best Practice Reference for Governance of NSAs – Towards Excellence in Sports Professional Development' that Audit, Finance and Athlete Selection Committees should be formed. In this section, it only looks into if the former two committees are set up and their related issues. The establishment of Athlete Selection Committee and related issues are examined in Area 3.

Table 3.7

1.2 Functional Committee	Percentage Achieved
Establish Audit/Finance Committees	12.99%/35.06%
Lay down membership composition (e.g., the number and proportion of the co-opt members) of the Audit Committee	12.99%
Lay down Terms of Reference of Audit/Finance Committees	10.39%/22.08%

Lay down nomination or appointment procedures of Audit/Finance Committees	9.09%/12.99%
Appoint at least one person with expertise in the accounting or auditing profession as a member of the Audit Committee	7.79%
Appoint an independent Board member, who is neither the Chairman of the Board nor other functional committee, as the Chairperson of the Audit Committee	5.19%
Lay down membership professional requirements of Audit/Finance Committees	5.19%/9.09%

Findings

3.27 Less than 13% and 36% NSAs/SOs have set up Audit and Finance Committees respectively. Their Terms of Reference, nomination/appointment procedures and membership requirements are not comprehensive.

Highest and Lowest Percentages in Section 1.3 Nomination and Election of Board and Committee Members

3.28 The nomination and election of Board Directors and Committee members are important for electing persons of the right calibre and competencies to lead the NSAs/SOs. It also demonstrates equal opportunities and fairness for all eligible persons. A transparent, open, and fair nomination and election mechanism should be in place. The percentages achieved by NSAs/SOs are appended as follows:

Table 3.8

1.3 Nomination and Election of Board and Committee Members	Percentage Achieved
Lay down eligibility and voting rights of voters	94.81%
Establish eligibility for being nominated to election/re-election	88.31%/89.61%
Establish mechanism for nominating Board members	81.82%

Establish nomination authority	80.52%
Conduct a fair and transparent election	75.32%
Engage an independent person as an observer of election process	28.57%
Stipulate the requirements for functional committee members	25.97%
Conduct timely vote counting in an open manner	22.08%
Lay down restriction on the maximum number of functional committees a Board member may be appointed as a member	14.29%
Keep the votes safely for subsequently verification	10.39%
Draw up co-opt member related issues	7.95%

Findings

3.29 Majority of NSAs/SOs have drawn up mechanism on nomination and election of Board Directors and Committee members and they have committed to ensuring having a fair and transparent election.

3.30 For the betterment of nomination and election, NSAs/SOs have to consider appointing independent person(s) to oversee the entire election/nomination process, stipulating membership requirements of functional committees, conducting vote counting promptly and in an open manner as well as keeping votes for verification, etc. Furthermore, NSAs/SOs should confine the maximum number of functional committees that a Board Director may join.

3.31 There is only less than 8% of NSAs/SOs that have set guidelines and procedures on the appointment of co-opt members and related membership requirements, etc., which is very low.

Highest and Lowest Percentages in Section 1.4 Conduct of Board and General Meetings

3.32 Board and General Meetings are major events under corporate governance. Regular convening and proper conduct of Board and General Meetings can secure effective running of NSAs/SOs. The percentages obtained from the review are appended as follows:

Table 3.9

1.4 Conduct of Board and General Meetings	Percentage Achieved
Stipulate quorum of a meeting	100%
Stipulate resolution mechanism	100%
Lay down meeting rules and procedures	100%
Lay down meeting frequency	98.70%
Stipulate rules of proceedings	92.21%
Timely and accurately record discussion in the meeting minutes	89.61%
Issue agenda and discussion papers before meetings	81.82%

Findings

3.33 Majority of the NSAs/SOs performed very satisfactorily in this section for having laid down stipulations, particularly in specifying meeting quorum, resolution mechanism, rules and procedures when convening meetings, rules of proceedings and meeting frequency, etc. in their governing documents.

Highest and Lowest Percentages in Section 1.5 Transparency and Accountability

3.34 Promulgation of governance documents such as mission, strategic plan, annual progress report, financial statement, etc. to the public is conducive to an open and transparent corporate governance mechanism. The performances of NSAs/SOs in this section are appended as follows:

Table 3.10

1.5 Transparency and Accountability	Percentage Achieved
Publish governing documents	92.21%
Publish athlete selection mechanism	81.82%
Publish major financial information	77.92%
Publish election mechanism of Executive Board members	74.03%
Periodically update publicized information	57.14%
Make a public statement of commitment to comply with good governance practices	20.78%

Findings

3.35 Considerable number of NSAs/SOs have published their governance documents which allow stakeholders and members of public to understand more on the operation of NSAs/SOs, thereby enhancing transparency and accountability. Nevertheless, some of the governance documents are not updated periodically while only a few have made a public statement of commitment to comply with good governance practices. If these two practices are conducted, NSAs/SOs will gain the trust of stakeholders and members of the public, thereby enhancing their image in promoting their sports.

Area 2 - Integrity Management

3.36 Highest integrity level in all aspects should guarantee the credibility and

reliability of NSAs/SOs. The percentages of respective sections under Area 2 - Integrity Management are appended as follows:

Table 3.11

Sections	Fully + Partially Implemented
2.1 Integrity Management	81.39%
2.2 Code of Conduct	74.27%
2.3 Integrity Awareness Building and Entrenchment	15.58%

Findings

3.37 It is obvious that majority of NSAs/SOs were aware of the importance of integrity management. Codes of Conduct, though with different degree of detail, were devised for stakeholders' compliance. Nonetheless, less effort was placed by NSAs/SOs to raise and sustain the vigilance of relevant persons on integrity.

Highest and Lowest Percentages in All Three Sections (2.1 - 2.3)

3.38 Area 2 - Integrity Management consists of three sections and the percentages obtained by the NSAs/SOs are appended as follows:

Table 3.12

Sections 2.1 - 2.3	Percentage Achieved
Issue a set of Code of Conduct	94.81%
Declare actual or perceived conflict of interest	93.51%
Set out guidelines to mitigate declared conflict	92.21%

Formulate a mechanism for declaring conflict of interest	88.31%
State NSA's commitment to 'Zero Tolerance' towards corruption and malpractice	83.12%
Ensure all declarations and subsequent actions taken are properly maintained and subject to scrutiny	32.47%
Circulate extracts of key probity requirements to members periodically	25.97%
Designate an officer of senior level to handle enquiries and reports of non-compliance	18.18%
Regularly review integrity management strategy	15.58%
Arrange refresher/building sessions for Board members and staff	12.99%/18.18%

Findings

3.39 Majority of NSAs/SOs have committed to adopting 'zero tolerance' towards corruption and malpractice as well as to enforce the established disciplinary mechanism. They have required relevant persons to follow the guidelines on conflict of interest, acceptance of advantages, etc. and declare the situation whenever deem necessary. They have also devised sets of Code of Conduct, though with different levels of details, for stakeholders' compliance.

3.40 Nevertheless, only a handful of NSAs/SOs have arranged Board Directors/senior management staff to handle enquiries and non-compliance reports. They seldom organized induction and regular sessions to instill integrity-related knowledge to Board of Directors and Committee members as well as staff.

Area 3 - Selection of Athletes

3.41 The significance of selection of athletes cannot be overstated. A comprehensive selection mechanism with fair, transparent, and highest integrity manner helps to develop the sports professionally. In order to scrutinize Area 3 – Selection of Athletes in depth, it is divided into seven sections. The percentages of respective sections under Area 3 – Selection of Athletes are appended as follows:

Table 3.13

Sections	Fully + Partially Implemented
3.1 Fundamental Principles	64.29%
3.2 Selection Policy	74.75%
3.3 Selection Committee	39.74%
3.4 Selection Criteria	76.62%
3.5 Conduct of Selection	55.32%
3.6 Appeal Mechanism	58.57%
3.7 Review of Selection Policy	14.29%

Findings

3.42 Majority of NSAs/SOs have devised selection policy including a set of selection criteria. They have also committed to adhering to fundamental principles when selecting athletes. More than half of them have drawn up procedures on how to administer selection and appeal processes.

3.43 Although many of NSAs/SOs have devised selection policy, only a small number of them were mindful of conducting review on the policy.

Highest and Lowest Percentages in Section 3.1 Fundamental Principles in Athlete Selection

3.44 This section relates to whether NSAs/SOs have committed to abiding by the fundamental principles in athlete selection. The percentages showing the commitment to the fundamental principles are appended as follows:

Table 3.14

3.1 Fundamental Principles in Athlete Selection	Percentage Achieved
Promulgate core values of equal opportunities and fair competition in athlete selection	81.82%
Uphold impartiality in selection process	77.92%
Ensure transparency in respect of the information about the selection and the selection process, and timeliness in the dissemination of the information	63.64%
Allow athletes fair and full opportunity to display their worthiness for selection and to fulfill the aims of the organization at the competition	33.77%

Findings

3.45 A large number of NSAs/SOs pledged that they would adhere to the fundamental principles such as core values of equal opportunities, fair competition, impartiality, and transparency in athlete selection by including these principles in their athlete selection policies or related documents.

Highest and Lowest Percentages in Section 3.2 Selection Policy and Section 3.7 Review of Selection Policy

3.46 An athlete selection policy provides guidance, consistency, accountability and clarity on how selection of athletes operates to facilitate easy understanding by all stakeholders. The percentages attained by the NSAs/SOs are appended as follows:

Table 3.15

3.2 Selection Policy and 3.7 Review of Selection Policy	Percentage Achieved
Map out selection criteria	92.21%

Determine selection method	92.21%
Publicize selection criteria	87.01%
Map out selection procedures	80.52%
Make a public statement of commitment to ethical practices in athlete selection	79.22%
Publicize selection procedures	76.62%
Formulate objectives/targets	38.96%
Review selection policy	19.48%
Set out channels to collect feedbacks	9.09%

Findings

3.47 Numerous NSAs/SOs have listed out selection criteria (though some of them are brief) as well as selection method in their athlete selection policies or related documents which were also promulgated publicly.

3.48 Less than 40% of NSAs/SOs have mapped out athlete selection objectives and targets, e.g., select the best hopefuls in events or nurturing second-tier athletes. Over 80% of NSAs/SOs failed to review selection policy, and worse still, only less than 10% of NSAs/SOs did establish channel to collect views and feedback from all concerned stakeholders to raise the acceptability and authoritativeness of selection mechanism.

Highest and Lowest Percentages in Section 3.3 Selection Committee

3.49 For an Athlete Selection Committee, if the Terms of Reference, powers and the required expertise/professional background of membership are laid down, it will demonstrate legitimacy, professionalism and transparency of the selection. The percentages attained in this section are appended as follows:

Table 3.16

3.3 Selection Committee	Percentage Achieved
Establish Selection Committee	68.83%
Lay down membership composition	57.14%
Lay down Terms of Reference	36.36%
Lay down membership requirements	15.58%

Findings

3.50 Nearly 70% of NSAs/SOs have formulated Selection Committee or other committees which execute such function. They have also specified the composition of members. However, it is noted that 40% of NSAs/SOs have outlined the Terms of Reference and, even worse, only about 16% have specified the membership requirements.

Highest and Lowest Percentages in Section 3.4 Selection Criteria

3.51 Selection criteria are set to allow stakeholders to understand the requirements in the selection process. The percentages achieved are appended as follows:

Table 3.17

3.4 Selection Criteria	Percentage Achieved
Define objective quantitative standards	81.82%
Lay down guiding references for the assessment of athletes' suitability against subjective criteria	74.03%
Map out selection criteria and assign weighting to each criterion	74.03%

Findings

3.52 Generally, it is pleased to note that many NSAs/SOs have mapped out both objective and subjective selection criteria as well as assigning weighting to each criterion. However, the extent of criteria set down were different and requirements were not detailed enough.

Highest and Lowest Percentages in Section 3.5 Conduct of Selection

3.53 Apart from defining selection criteria, other important information about selection exercise should be spelt out openly. The percentages attained by NSAs/SOs are appended as follows:

Table 3.18

3.5 Conduct of Selection	Percentage Achieved
Announce recognized events	71.43%
Announce qualification period	68.83%
Ensure timely announcement of selection decision	41.56%
Ensure proper conduct of selection and comprehensive documentation of decision-making process	27.27%

Findings

3.54 Large proportion of NSAs/SOs have publicized the necessary information such as recognized events and qualification period. However, only about 40% of NSAs/SOs have set down announcement time of selection results. It is unsatisfactory that less than 30% of NSAs/SOs pledged to document decision-making process properly.

Highest and Lowest Percentages in Section 3.6 Appeal Mechanism

3.55 Athletes and/or relevant stakeholders may not be contented with the selection results and therefore, an appeal mechanism should be in place to provide an avenue for

athletes to petition for review. The percentages achieved by the NSAs/SOs are appended as follows:

Table 3.19

3.6 Appeal Mechanism	Percentage Achieved
Formulate appeal mechanism	90.91%
Disseminate appeal mechanism	87.01%
Set time limit and mode for lodging an appeal	87.01%
Determine overall appeal framework (e.g., formation of appeal panel, appeal procedures)	71.43%
Determine powers of appeal panel	55.84%
Determine mode of deliberation by the appeal panel (e.g., paper-based judgement or conduct of hearing)	46.75%
Notify appellant and respondent of appeal result in timely manner	42.86%
Ensure compliance with rules of proceedings	15.58%
Determine deliberation method	9.09%

Findings

3.56 Most NSAs/SOs have formulated appeal mechanism which shows that they attached importance to achieve a fair and impartial athlete selection and respected athletes' right of appeal.

3.57 Nonetheless, the elements in the appeal mechanism, such as power of appeal panel, mode of deliberation, deliberation method, etc. have to be consummated to different degrees.

Area 4 - Management of Coaches and Umpires

3.58 Good management of coaches and umpires can earn and maintain a positive image by NSAs/SOs and make their full contribution to the sports. There are three sections under Area 4 - Management of Coaches and Umpires and the percentages of respective sections are appended as follows:

Table 3.20

Sections	Fully + Partially Implemented
4.1 Qualification and Registration Mechanism	45.84%
4.2 Assignment of Coaching and Adjudicating Duties	27.71%
4.3 Coaching	75.32%

Findings

3.59 More than three quarters of NSAs/SOs have formulated Code of Practice for coaching. The Code serves to remind coaches the ethical standards and professional standards of practice when they are coaching the athletes.

3.60 The qualification and registration mechanism of coaches and umpires has room for improvement. A good and thorough mechanism helps to set consistent and uniform standards and requirements for coaches and umpires. This will promote a culture of professional development of coaches and umpires as well as the sports itself.

3.61 Furthermore, the assignment of coaching and adjudicating duties which is recorded at less than 30% is far from satisfactory. Every coach and umpire who look for jobs/tasks will benefit from an open, fair and transparent duties allocation system.

Highest and Lowest Percentages in All Three Sections (4.1 - 4.3)

3.62 The percentages obtained by the NSAs/SOs in three sections are appended as follows:

Table 3.21

Sections 4.1 - 4.3	Percentage Achieved
Map out enrolment details of training courses	79.22%
Formulate coaches' Code of Practice	75.32%
Draw up Information on registration and renewal	70.13%
Draw up overall structure of coaches	68.83%
List end-of-course assessment mechanism	67.53%
Timely announce enrolment and assessment results	28.57%
Set appeal mechanism against investigation outcome and/or disciplinary action	27.27%
Make known complaint handling procedures	27.27%
Set guidelines for disciplinary actions against substantiated complaints	27.27%
Timely notify complaint investigation and duty assignment results	18.18%
Update database on availability and/or preference of coaches and umpires	16.88%
Document investigation details	15.58%

Findings

3.63 Majority of NSAs/SOs have drawn up Code of Practice for coaches. The Code establishes standards of best practice in coaching and ensures that coaches understand and act on their responsibilities. Information related to enrolment of training courses, registration, renewal, structure of coaches, and training course assessment mechanism are generally covered.

3.64 Many of NSAs/SOs did not specify the announcement time of enrolment & assessment results, devise appeal mechanism, complaint handling procedures against coaches/umpires and guidelines for disciplinary actions.

3.65 Only a few NSAs/SOs have specified announcement time of results of complaint investigation and duty assignment. Furthermore, scarcely any NSAs/SOs have maintained a database on the availability and preference of coaches and umpires, and the requirement to document investigation details.

Area 5 - Administration of Membership

3.66 Membership in NSAs/SOs is crucial in the professional development and recognition of individuals, teams and organizations. It also builds up network with other professionals and parties for further advancement of sports. Under Area 5 – Administration of Membership, there are two sections for evaluation. The percentages of respective sections are appended as follows:

Table 3.22

Sections	Fully + Partially Implemented
5.1 Admission of Membership	66.23%
5.2 Membership Suspension and Termination	69.81%

Findings

3.67 The overall percentages attained by NSAs/SOs of two sections are at a considerably good level.

Highest and Lowest Percentages in All Two Sections (5.1 - 5.2)

3.68 The percentages obtained by the NSAs/SOs in all two sections are appended as follows:

Table 3.23

Sections 5.1 - 5.2	Percentage Achieved
Stipulate the rights and obligations of various categories of membership	100%
Determine and publicize modes of admission/admission requirements for various membership categories	96.10%/ 94.81%
Lay down the circumstances when a membership be suspended and terminated, the authority and appeal channel	93.51%
Timely notify applicant of admission request and review mechanism	20.78%
Establish and publicize the time pledge for processing requests for membership admission	16.88%
Timely notify applicant of panel hearing decision	11.69%

Findings

3.69 Almost all the NSAs/SOs clearly outlined rights & responsibilities, admission requirements of various membership categories, membership suspension/termination circumstances and appeal channel.

3.70 Only a handful of NSAs/SOs specified announcement time of membership admission result & review mechanism, panel hearing decision, and time pledge for processing membership admission.

Area 6 - General Administration

3.71 Good administration, which shows a clear division of labour and delegation of power relevant to related areas of responsibilities, will inspire subordinates to work towards their goals & objectives and generate satisfaction of themselves and other stakeholders. Under Area 6 - General Administration, there are four sections for evaluation. The percentages of respective sections are appended as follows:

Table 3.24

Sections	Fully + Partially Implemented
6.1 Financial Management	76.06%
6.2 Procurement	86.15%
6.3 Staff Administration	61.94%
6.4 Others	31.28%

Findings

3.72 The first three sections, mainly cover the internal daily operations of NSAs/SOs including financial management, procurement, and staff administration, attained relatively high percentages.

3.73 The fourth section relates to whether NSAs/SOs have committed to comply with Olympic Charter, International Olympic Committee Code of Ethics, Articles of Association of SF&OC and requirements set by related International/Regional Sports Federations. Besides, it also covers if NSAs/SOs have devised policies/guidelines such as Prevention of Sexual Harassment, Child Safeguarding and Equal Opportunities, etc. The percentages attained in this section are far from satisfactory.

Lowest Percentages in Section 6.3 Staff Administration

3.74 Generally, items in financial management and procurement have accorded high percentages. Emphasis is placed on Section 6.3 Staff Administration which acquired relatively low percentages:

Table 3.25

6.3 Staff Administration	Percentage Achieved
Establish disciplinary procedures	20.87%

Establish independent channel for staff complaints	19.48%
Allow staff to read appraisal reports and to be interviewed	19.48%
Designate senior officer to approve any offer exceeding the specified remuneration packages.	14.29%
Assign a staff not involved in recruitment exercise to review all applications	5.19%
Assign senior supervisor to conduct routine and random checks to deter connivance in the operations	3.90%

Findings

3.75 Limited number of NSAs/SOs have established staff disciplinary procedures and channel for handling staff complaints. Furthermore, less than 20% of NSAs/SOs have arranged staff to read appraisals and be interviewed by senior management which foster mutual understanding and discussion between both parties on the job requirements and work performance. Staff can be aware of their shortcomings and take steps to improve if necessary. At the same time, management can be cognizant of difficulties faced by the staff. They may change the working environment and remuneration packages to alleviate the situations.

3.76 NSAs/SOs rarely designated independent staff to handle recruitment matters and assign senior management to conduct surprise inspection on office's operation and approve remuneration.

Highest and Lowest Percentages in Section 6.4 Others

3.77 The percentages achieved by the NSAs/SOs are appended as follows:

Table 3.26

6.4 Others	Percentage Achieved
Formulate policy/Code of Practice on Prevention of Sexual Harassment	87.01%

Comply with International Federations requirements	38.96%
Formulate policy/Code of Practice on handling public complaints	28.57%
Comply with Asian Federations requirements	25.97%
Comply with SF&OC Articles of Association	24.68%
Formulate policy/Code of Practice on Prevention of Child Abuse	18.18%
Comply with IOC Code of Ethics	11.69%
Comply with Olympic Charter	11.69%
Formulate Code of Practice/policy on Equal Opportunities	9.09%/14.29%

Findings

3.78 In devising various policies/Code of Practice on issues of social concern, it is noted that all NSAs/SOs have put in place the policy/Code of Practice on Prevention of Sexual Harassment but not the others. Only 9.09% to 28.57% NSAs/SOs have composed Policies/Code of Practices on handling public complaints, Child Safeguarding and Equal Opportunities. Moreover, they did not indicate any affiliation to respective International/Regional Sports Federations, and compliance with SF&OC Articles of Associations, International Olympic Committee Code of Ethics and Olympic Charter.

CHAPTER FOUR

VIEWS FROM MEMBER ASSOCIATIONS

CHAPTER FOUR - VIEWS FROM MEMBER ASSOCIATIONS

4.1 Shaped by the type of sports, cultures, sizes & scales of organizational structures and funding status, etc., it is not uncommon that NSAs/SOs have adopted their own inherited practices in their daily operations. The review meetings with NSAs/SOs served as avenue for Board Directors/senior management staff to elaborate and clarify these practices. Hence, their views and comments were most welcome and valuable in figuring out ways to address and resolve problems directly and alleviate the difficulties encountered in advancing their levels of corporate governance.

4.2 During review meetings, both parties were engaged in frank exchange of views and discussions in going through the governance items in the Checklist. At the end of each review meeting, representatives were also requested to forward their views, anticipated difficulties and/or problems faced when enhancing corporate governance levels by written submissions to CG Team. Furthermore, practical views and comments were also gauged in three half-day consultation sessions attended by 63 NSAs/SOs in February 2023. All views and comments together with written submissions of NSAs/SOs are laid out in this Chapter.

Written Submissions from Member Associations

4.3 Upon the conclusion of all 77 review meetings, a total of ten NSAs/SOs have forwarded their written submissions of views and difficulties encountered during their enhancement of corporate governance levels. The following table shows the numbers of NSAs/SOs which have/have not forwarded written submissions: -

Table 4.1

Submitted	Not Submitted
10 (12.99%)	67 (87.01%)

4.4 The views and comments tendered by ten NSAs/SOs are reproduced as follows:

4.4.1 Due to limited resources, manpower and funding, assistance from the Government is required. LCSD can provide company secretarial services to all NSAs/SOs;

- 4.4.2 Provides templates on various policies, procedures and/or guidelines for usage by NSAs/SOs;
- 4.4.3 The Government is too slow to react to changes in corporate governance environment. For example, the new Companies Ordinance was introduced in 2015 but it was only in 2021 that the Government offered funding to NSAs/SOs for reviewing their Articles of Association;
- 4.4.4 It can be hard to have truly independent directors given that most of the directors will have some form of association with a club which itself is a member of the NSA. Therefore, it can lead to bias in decision making. NSAs should therefore be encouraged or incentivized to have directors which have no club affiliation and are appointed as Independent Non-Executive Directors;
- 4.4.5 It is difficult to draw up written policies, guidelines and procedures in every aspect;
- 4.4.6 It is costly to hire professionals. Therefore, LCSD can provide continuous financial support to employ professionals, such as lawyers and accountants, to assist NSAs/SOs relating to legal and accounting issues as well as to review and updates their policies on corporate governance;
- 4.4.7 The Government should provide additional resources and funding to hire additional staff responsible for corporate governance aspects;
- 4.4.8 The Quality Assurance Section ('QAS') of LCSD can perform internal audits on NSAs/SOs more frequently (currently QAS internal audit is conducted every four years). This is because it is not cost effective for each NSA to have a dedicated staff to conduct the internal audit as it is not a day-to-day function, and this role cannot be mixed in with other responsibilities given the auditing nature of this position. It will also be more objective and independent to be conducted by a third party;
- 4.4.9 SF&OC can conduct Corporate Governance Review on NSAs/SOs every four years and offers recommendations for improvements;
- 4.4.10 Establish a working team under LCSD to look after NSAs' corporate governance matters and offer assistance and advice;

- 4.4.11 Provide more seminar and training courses on corporate governance to NSAs/SOs;
- 4.4.12 SF&OC should stipulate that at least one of the Board Directors is familiar with corporate governance knowledge such as lawyer or accountant;
- 4.4.13 Hold sharing sessions on good practices;
- 4.4.14 Insufficient manpower and office accommodation to cater for daily operation;
- 4.4.15 Needs time and manpower to update existing policies;
- 4.4.16 Insufficient subsidies from the Government to recruit professional/overseas coaches to train up Hong Kong athletes;
- 4.4.17 Insufficient funding to process membership applications and purchase advance equipment in assisting umpires to perform adjudicating duties in various competitions;
- 4.4.18 The Government is to subsidize employing a designated staff to manage webpage;
- 4.4.19 Governance needs on team sports are slightly different from individual sports, particularly when it comes to athlete and squad selection. The ICAC guide could be updated to reflect the differences in athlete selection between these two categories as it can sometimes be unrealistic or unfair to judge a team sports as compared to individual sports;
- 4.4.20 Allow time for NSAs/SOs to review and complete their policies and practices on corporate governance;
- 4.4.21 The Government should review policy on the usage of Government facilities by members of the public as well as NSAs/SOs;
- 4.4.22 Venues for different types of sports are insufficient;
- 4.4.23 No designated training venue for particular types of sports; and
- 4.4.24 The cost of renting sports facilities for organizing international competitions are high.

Views and Comments Gathered in Consultation Sessions

4.5 In February 2023, three consultation sessions were conducted with Board Directors of NSAs/SOs to gauge their views in relation to the formulation of Code of Governance. Apart from expressing their views on the Code of Governance, the following spectrum of issues were being raised:

4.5.1 Inadequacy of sports facilities and training venues

- The relatively small number of people using public sports venues and touting activities are mainly caused by shortage of sports facilities rather than a low participation rate;
- When calculating usage rate of public sports facilities, factors such as the nature and user demographics of various sports are not taken into considered. Hence, the results fail to accurately reflect the high demand during peak times;
- No adequate public provision for a number of sports, making it difficult for NSAs/SOs to encourage wider participation and conduct high-performance training; and
- Some sports venues can only be used for specific sporting activities, and venues, even left vacant, can only be taken up by the persons who made bookings, thus failing to make the best use of resources available and discouraging the promotion of sports for all.

4.5.2 Urgency for more flexible policies and strategic planning

- Need to consider greater flexibility in supporting athletic training and better diversification in the way which sports facilities are designed to better suit the training mode and practical needs;
- Need to create more convertible and multi-purpose venues which are conducive to the training for both summer and winter sports;
- In order to keep in pace with the latest international requirements for the respective sports, the Government should actively engage NSAs/SOs and sports professionals and develop venues at sufficiently high standard that facilitate Hong Kong to stage top-level major sports events; and

- A wider timeframe should be allowed for venue applications and fund bidding for hosting major sports events. This can better support NSAs/SOs in securing appropriate venues and early formulating plans as well as manpower strategies for the events.

4.5.3 Inadequate funding support for non-elite sports

- A regular funding support to facilitate sustainable development of newly emerged sports and non-elite sports which are recognized by the public as sports in promoting good health, rather than limited to high-performance sports, is considered necessary to achieve the collective goal of sports for all.

4.5.4 Additional resources to cope with accounting and auditing requirements

- Concern was raised regarding the time-consuming accounting and auditing process in compliance with the requirements for LSCD subvention;
- As the current auditing system is complex and not user friendly, a more tailor-made support system is requested; and
- Noting that Board Directors of NSAs serve on a voluntary basis, and the NSAs/SOs do not have professional accountants or auditors on their establishment nor do they have sufficient manpower resources to handle the extra workload generated from the financial disciplines, there is a need to consider streamlining the relevant procedures and providing additional resources for NSAs/SOs to cope with the requirements.

Summary of Views and Comments

4.6 In order to present a clearer picture, the views and comments at paragraphs 4.4 and 4.5 above are categorized into three groups appended as follows:

4.6.1 Insufficient Resources

- Lack of manpower to work on corporate governance;
- Lack of funding to hire staff and/or legal/accounting professionals, handle membership affairs and manage webpage;
- Limited office accommodation;
- Insufficient subsidies to recruit professional coaches;

- Inadequate funding to purchase equipment;
- Inadequate sports facilities and training venue;
- No designated training venue for particular sports; and
- Insufficient funding for development of newly emerged and non-elite sports.

4.6.2 Centralized Assistance Required

- Prepare templates on guidelines and procedures;
- Provide secretarial services to NSAs/SOs;
- Step up 'Quality Assurance Section Internal Audit' on NSAs/SOs;
- SF&OC to conduct Corporate Governance Review and recommend ways of improvement; and
- Arrange seminars, training and sharing on corporate governance.

4.6.3 Others

- Board Directors may have multiple roles and affiliations to other clubs rendering consideration of impartiality;
- Review the policy on usage of public facilities by NSAs/SOs and members of the public;
- Renting cost of public facilities is high;
- Tailor-made design of sports facilities to suit training mode and practical needs of different sports;
- Consider convertible and multi-purpose venues for both summer and winter sports;
- Prolonged application time on venue & funding for hosting major sports events; and
- Streamline procedures on accounting and auditing processes as required for LCSD subvention.

4.7 NSAs/SOs seized the opportunities in the written submissions and/or consultation session to express their views which include both governance and non-governance related. It is stressed that this review report will seriously consider those are governance-related. Nevertheless, those non-governance related views are not uncommon areas of concern among the NSAs/SOs and therefore also outlined in this report. They are no less important components contributing to sustainable development of sports in the long run.

CHAPTER FIVE

OBSERVATIONS AND RECOMMENDATIONS

CHAPTER FIVE - OBSERVATIONS AND RECOMMENDATIONS

5.1 This Chapter summarizes the findings derived from analysis of empirical data and views collected from 77 NSAs/SOs during the review. Taking heed of the diversity in terms of sizes, scales, organizational structures and amount of Government subventions of individual NSA and SO, there appears to have no ‘one-size-fits-all’ corporate governance model. Yet, all Board Directors and senior management staff of NSAs and SOs share the same obligation to uphold the fundamental values and principles in managing their NSAs/SOs and to tailor-make good governance practices to suit individual’s circumstances and specific needs.

5.2 In drawing up the recommendations, views and comments tendered by NSAs/SOs have been taken into account. The recommendations are intended not only to uplift the governance level but also for the betterment and sustainable development of sports in Hong Kong in the long run. Hence, it is imperative that the concerned stakeholders acknowledge the value of taking necessary actions and actively pursue the recommendations.

Observation 1

5.3 During the review, it is noted that a majority of the Board Directors responded positively to the Corporate Governance Review and were cognizant of the fact that as a director of an NSA/SO, he/she must exercise reasonable care, skills and diligence. Whilst understanding that NSAs/SOs adopt different styles of managerial and administrative approaches, areas where governance items rated at relatively low percentages indicate that there are rooms for improvement.

5.4 While scrutinizing the governance documents on a spectrum of issues such as mechanisms for nomination & election of Board Directors, selection of athletes and handling of appeal, etc., some of them are not documented in written guidelines and procedures, or if there are, the contents of which are rather simple and not comprehensive. Likewise, the contents of Code of Conduct are too general and do not specifically apply to designated stakeholders, namely Board of Directors & Committee members, staff, athletes, coaches and umpires.

5.5 The NSAs/SOs which do not receive any Government subvention are not bounded by the requirements stipulated in the ‘Agreement of the Sports Subvention

Scheme’. Generally, there are no guidelines and procedures encompassing majority of corporate governance subjects, particularly on issues related to financial management, procurement and staff administration.

5.6 During the review meetings, the Board Directors and/or senior management staff of NSAs/SOs showed understanding of their roles in discharging core duties which are of substantial public interest and noted the cogent need of having good governance practices in place. Yet, some of them expressed that they were not fully cognizant of the content and details of corporate governance subjects. Besides, they also encountered difficulties in neither having sufficient staff nor staff of right calibre to devise and/or review various policies, guidelines and procedures, etc. They requested that references related to principles, guidelines and procedures as well as templates can be provided as useful tools for implementation of best practices in order to enhance the levels of corporate governance.

5.7 To address their needs for provision of knowledge and guidance on how and what to do in enhancing their levels of corporate governance, a Code of Governance becomes imminent as it serves as a benchmark and reference for NSAs/SOs. In the same vein, samples of Codes of Conduct and Guidelines & Procedures on various significant governance subjects should also be constructed.

Recommendation 1 -

To devise Code of Governance and related Guidelines & Procedures

5.8 It is clear that a Code of Governance for all NSAs/SOs is imperative. As a leading organization in the sports sector, SF&OC should devise a Code of Governance and Codes of Conduct for different stakeholders together with Guidelines and Procedures on significant governance subjects as reference and for compliance by NSAs/SOs. For instance, amongst all significant issues, NSAs/SOs are required to state age, maximum tenure and length of term of Board Director and report to SF&OC.

Observation 2

5.9 The overall percentage under the categories of ‘Fully Implemented’ + ‘Partially Implemented’ as achieved by 77 NSAs/SOs is **58.10%**, which indicated a reasonably good standard of achievement in various aspects of governance. Nevertheless, continued improvements are definitely required in order to achieve a better level of performance for all NSAs/SOs and for the purpose of upholding good governance. In this regard, a mechanism should be formulated which can be used as a tool for monitoring the progress of implementation and measuring the corporate governance levels of NSAs/SOs in the

long run.

Recommendation 2 -

To compose an assessment tool to evaluate corporate governance levels of NSAs/SOs

5.10 The need for formulating and promulgation a Code of Governance has been acknowledged by major stakeholders at various avenues. After the promulgation of the Code of Governance, sufficient time and assistance should be provided to NSAs/SOs for assimilating the contents for implementation. Thereafter, a mechanism should be in place for monitoring the progress of implementation and assessing the level of performance on corporate governance achieved by NSAs/SOs.

5.11 In this connection, SF&OC should draw up a comprehensive assessment tool to serve the purpose of assessing the corporate governance performances of NSAs/SOs. The assessment tool serves as an objective, comprehensive and impartial tool to evaluate the corporate governance levels of NSAs/SOs. Besides, it can also serve as a self-assessment tool assisting NSAs/SOs in understanding their strengths and weaknesses whereby looking for ways to improve.

Observation 3

5.12 Currently, LCSD conducts quality assurance check for NSAs that receive funding under the Sports Subvention Scheme. The quality assurance checks mainly focus on matters in four Key Performance Areas funded by the Sports Subvention Scheme, i.e., Organization of Programmes, Development & Promotion of Sports, Performance of Athletes and Corporate Governance & Compliance. LCSD also conducts audit checks on NSAs under the Sports Subvention Scheme to ensure that the use of the subvention complies with the accounting and procurement procedures and adheres to the terms of the subvention agreement. Some Board Directors and senior management staff of NSAs/SOs expressed that non-compliance uncovered through those checks were potential risky areas which had been overlooked. They reckoned that the related recommendations provided by LCSD upon checks were constructive and useful.

5.13 In the same vein, many Board Directors and senior management staff held positive views on the current Corporate Governance Review conducted by SF&OC which is the first-of-its-kind to feature closer tie between SF&OC and NSAs/SOs on promoting good governance practices. In view of the advantages, NSAs/SOs were of the view that the aforementioned quality assurance and corporate governance checks conducted by LCSD and SF&OC respectively should be stepped up so that potential risks can be early

identified and rectified with timely recommendations for improvement.

Recommendation 3 –

To step up quality assurance and corporate governance checks and introduce the concept of ‘Compliance Officer’ for the checks

5.14 As the saying ‘prevention is better than cure’ goes, it is obvious that the more checks conducted by external parties on NSAs/SOs, the more benefits will be gained as timely advice can be offered for rectification and improvement. Currently, LCSD conducts quality assurance checks on 62 NSAs on a four-year-cycle basis, but the checks do not cover non-subvention items and programmes. Considering the positive views of NSAs/SOs and to sustain the effectiveness of the checks, it is recommended that corporate governance checks by SF&OC should be made a regular practice. SF&OC should consider establishing a ‘Compliance Officer/Team/Unit’ to support regular checks and offer advice to NSAs/SOs, so as to ensure NSAs/SOs’ compliance.

5.15 Further consideration could be given to maximizing the effectiveness of the checks mentioned in paragraph 5.14 above by establishing a mechanism and introducing ‘Compliance Officer’ who will initially be tasked to assist NSAs/SOs in understanding and implementing the recommended best practices under the Code of Governance and related guidelines and procedures. After most of the NSAs/SOs have initiated to implement recommended best practices, the ‘Compliance Officer’ will assume the role of conducting checks at regular intervals and to assist NSAs/SOs to identify areas for further development. With the involvement of the Compliance Officer and associated measures, NSAs/SOs should be able to significantly enhance their corporate governance frameworks, ensure greater accountability, transparency, and overall quality assurance. The observations and recommendations made by the Compliance Officer can serve as benchmarks for best practices across the sports sector.

5.16 To have better management of its affiliated NSAs/SOs, SF&OC should conduct annual assessment of the compliance of each NSAs/SOs. If NSAs/SOs pass the assessment, a “Certificate of Compliance” (the Certificate) would be issued by SF&OC to each NSA/SO. NSAs/SOs are required to present the Certificate to LCSD for processing of their annual subvention. LCSD would not disburse subvention to those NSAs/SOs which fail to produce the required Certificate. This measure would provide SF&OC with an effective means to manage the compliance of its affiliated NSAs/SOs.

Observation 4

5.17 Most of the Board Directors and/or senior management staff concurred that there were rooms for improving the corporate governance of their NSAs/SOs and were eager to gain a better insight into various recommended best practices. Nonetheless, NSAs/SOs expressed that they did not have sufficient manpower/resources to handle extra workload generated from the financial disciplines as most of their staff are heavily engaged in organizing sports-related programmes. Some NSAs/SOs stated that they could not afford to assign a designated staff solely for handling accounting issues which incurs loads of procedures as required in LCSD Accounting Procedures. The manpower ratio in their organizations would not be commensurate with the workload. Hence, they could hardly spare extra effort in handling issues on corporate governance.

5.18 Noting the expressed views and difficulties, CG Team has apprised NSAs/SOs that the Government had set aside additional fundings to strengthen the support to NSAs/SOs in each of the review meeting. With regard to strengthening the capability of NSAs in human resources management, additional subvention had been granted by LCSD starting from FY 2022-23 subvention cycle, which allowed NSAs/SOs to develop their own HR plans, staffing structure and remuneration packages.

Recommendation 4 -

To enhance corporate governance of NSAs/SOs through making best use of existing resources

5.19 To implement enhancement measures for corporate governance, NSAs/SOs are encouraged to make the best use of existing resources and fostering collaboration:

(a) Assess Current Governance Framework

Evaluate current governance policies and practices to identify gaps and areas needing improvement. Engage stakeholders such as Board Directors, staff, and key stakeholders in discussion to gather insights on current governance issues;

(b) Prioritise Governance Requirements

Focus on the most critical governance requirements (e.g. compliance, risk management, transparency), and to define specific, measurable goals for implementing those objectives;

(c) Leverage Existing Expertise

Encourage individual Board Directors to take ownership of specific governance tasks based on their expertise (e.g. finance, legal). Conduct in-house training by using knowledgeable Board Directors or staff to build skills related to governance requirements;

(d) Streamline Policies and Procedures

Review or update governance documents by using templates. Streamline procedures to make them easy to follow, ensuring they are practical for the current staffing level;

(e) Engage the Community

Encourage community members to contribute their skills to governance initiatives, such as policy development or training; and

(f) Utilise Technology

Use of free or low-cost online tools for document management, collaboration, and communication to enhance governance efficiency. Besides, take advantage of available webinars and online courses to train up staff and Board Directors on governance topics.

(g) Review Existing Workflow and Procedure

Streamline current work practices and arrange staff reshuffling if necessary.

Observation 5

5.20 All NSAs/SOs are required to be incorporated under the Companies Ordinance (Cap.622) and are bound by respective Articles of Association. All Board Directors are on a voluntary basis. The fact that there is no professional accountant or auditor on the Board of Directors is prevalent. During the review meetings, quite a number of Board Directors and/or senior management staff expressed that they did not possess requisite knowledge when encountering certain legal and/or accounting issues in their daily operations and often needed to seek advice from different professionals. Yet, the charges of professional services are relatively high. NSAs/SOs, especially those of smaller scale, do not have sufficient funding to hire these professional services to assist them in resolving the problems.

Recommendation 5 -

To set up a pool of professionals for offering advice and assistance

5.21 Setting up a pool of professional advisors in SF&OC such as accountants, lawyers, IT experts, consultants, etc. to render advice and assistance to NSAs/SOs will greatly assist NSAs/SOs in delivering consistent and unvaried standard of services. It may be necessary for SF&OC to solicit sponsorships from community members and organizations for required funding and resources to set up the pool.

Observation 6

5.22 Effective administration of memberships in a sports association is crucial for fostering engagement, ensuring smooth operations, and enhancing the overall experience for members. NSAs/SOs should clearly define different categories of membership, implement a system to assess members' performance such as their level of activity/engagement and to formulate a system of promotion and relegation for its affiliated members.

Recommendation 6 –

To establish the system for promotion and relegation for affiliated member

5.23 NSAs/SOs should establish a transparent membership structure with the obligations and rights of members in each category be clearly defined. They are also encouraged to formulate a system of promotion and relegation for its affiliated members by making reference to similar bodies in other jurisdictions. The purpose of establishing a clearly defined membership structure is to give clarity and transparency on the obligations and responsibilities of different categories of members, and the potential migration avenues between categories. These are conducive to driving a more inclusive approach to governance, ensuring that various perspectives are considered in promotion and relegation system for members. NSAs/SOs may also make reference to Chapter 5 of the Code of Governance on the administration of membership.

Observation 7

5.24 Selection of athletes is crucial to the sustainability of NSAs/SOs, as it helps to identify talented athletes who can excel in their sports, thereby contributing to the overall success of their association. Investing in promising athletes ensures on-going availability

of talent for future competitions and events, fostering long-term growth. Besides, high-performing athletes can attract sponsorship deals, funding, and partnerships, which are vital for the NSAs/SOs' financial health. Hence, a successful athlete selection mechanism can boost interest in the sports, leading to increased membership and participation fees. This is why a well-managed selection process contributes to cultivating a positive image and reputation, which is important to attract sponsors and partners. Last but not least, transparency and fairness in selection foster trust among stakeholders, including athletes, parents, and the community.

5.25 In sum, the selection of athletes is integral to the sustainability of NSAs/SOs as it influences performance, community engagement, financial viability, and overall organizational reputation. By putting in place effective selection processes, associations can position themselves for long-term success and resilience in the sporting landscape.

Recommendation 7 –

To enhance mechanism for Selection of Athletes

5.26 Selecting athletes for a sports event involves the formulation of a credible approach to ensure fairness, transparency, and the identification of the best talent. NSAs/SOs are required to establish specific performance standards with defined selection criteria based on the sports (e.g. speed, strength, technical skills). Also, the physical conditioning, mental resilience, and attitude towards training and competition of the athletes being selected should also be considered. To ensure that the selection process is open, fair, impartial, transparent and credible, it is suggested that NSAs/SOs should form a committee composed of coaches, experienced athletes, and relevant stakeholders to ensure diverse perspectives, and to define the roles and responsibilities of each committee member to ensure that the selection process is open, fair, impartial, transparent and credible. The committee will supervise the NSAs/SOs in formulating and implementing the mechanism of athlete selection and handle enquiries and complaints.

5.27 To ensure the selection is conducted in an open and fair environment, application procedure should be clearly set for athletes to follow, including forms and required documentation. To avoid query of the selection result, it is suggested to use standardised performance tests relevant to the sports to ensure consistency. In making selection decision, it is advised to adopt a consensus approach within the selection committee to discuss and finalise the athlete selections.

5.28 Once the selection is finalised, the committee should formally notify the selected athletes of the result and provide details on next steps and expectations. For those not being selected, constructive feedback should be offered to help them improve for future opportunities. It is also required to establish an appeal mechanism which can review the process and make final decisions on athlete selection in an efficient manner.

Observation 8

5.29 It is a well-known fact that coaches and umpires are essential to the success and sustainability of NSAs/SOs. Managing coaches and umpires is fundamental not only for the immediate success of teams and athletes but also for the long-term sustainability and reputation of the NSAs/SOs. By investing in their management, NSAs/SOs can foster an environment of excellence, integrity, and community engagement. In the review, it was found that most NSAs/SOs have formulated Code of Practice for Coaching. However, the qualification and registration mechanism for coaches and umpires have room for improvement.

Recommendation 8 –

To formulate the qualification and registration mechanism of Coaches and Umpires

5.30 A robust qualification and registration mechanism for coaches and umpires is suggested so as to ensure high standards of training, professionalism, and accountability in sports associations. Such a mechanism should include some key components to ensure its operation in an efficient and effective manner. The mechanism should specify the minimum educational qualifications (e.g. degree in sports science, physical education) or relevant certifications and require the completion of accredited coaching or officiating courses that cover essential skills, rules, and ethics. To ensure that coaching and officiating programmes are accredited by recognized sports bodies or governing authorities, assessments (both theoretical and practical) should be implemented to evaluate knowledge and skills before certification is granted. For security purposes, it is suggested that thorough background checks be conducted to ensure the safety of athletes and compliance with child protection policies. It is also suggested that a centralized database for registering coaches and umpires, including their qualifications, experience, and certification status be maintained. Also, a system for periodic renewal of certifications should be established, ensuring that coaches and umpires stay updated with the latest rules and practices. To keep coaches and umpires abreast of the latest development in their sports, continuing education and professional development should be arranged. To implement a system to assign duties to coaches and umpires who look for assignments or duties would benefit from an open, fair and transparent allocation system.

Observation 9

5.31 Board Directors serve on a voluntary basis and devote their own time and efforts to manage the affairs of NSAs/SOs. As directors, they are required to equip themselves with necessary knowledge and keep abreast of the latest development of know-how on corporate governance. Being well-equipped is one of the important elements for Board Directors to execute their fiduciary duties and is equally important to nurturing of their staff.

5.32 In this connection, some Board Directors and senior management staff expressed that due to relatively high turnover of staff, it was difficult to retain requisite knowledge, skills and experiences acquired by their staff through on-job training and/or workshops on the aspect of corporate governance. Moreover, they did not have sufficient resources to train their staff.

Recommendation 9 –

To coordinate training courses and seminars on corporate governance

5.33 Board Directors and senior management staff of NSAs/SOs should be obliged to attend the training courses and seminars related to corporate governance organized by SF&OC, LCSD or relevant parties from time to time with a view to strengthening the capability of NSAs/SOs in handling and sustaining their vigilance on important governance issues. By the same token, sharing sessions on various recommended best practices are suggested to be held to sustain and update their knowledge.

Recommendation 10 –

Implementation of Code of Governance

5.34 With the introduction of Code of Governance, all NSAs/SOs should adopt and comply with the Code professionally and promptly. Amongst all issues in the Code, NSAs/SOs should place highest priorities on Board Governance, Selection of Athletes and Management of Coaches and Umpires.

5.35 During the implementation phase, SF&OC will proactively approach NSAs/SOs by phases in providing advice and assistance on explaining and implementing Code of Governance as well as Reference Materials in details. Moreover, suggestions on how to fulfill requirements in the Code will also be rendered.

5.36 It is understood that a reasonable period should be allowed for NSAs/SOs to implement the Code. Therefore, it is expected that all NSAs/SOs should accomplish the implementation by December 2026. To assess the degree of completion by NSAs/SOs, SF&OC will conduct reviews at appropriate time. Should any NSAs/SOs be unable to attain corporate governance level to the satisfaction of SF&OC, SF&OC will work with them to rectify the situation. Depending on actual circumstances and the nature and gravity of the non-compliance, SF&OC may consider not to issue the “Certificate of Compliance” and LCSD’s subvention to the NSAs/SOs may be withheld until NSAs/SOs made adequate improvements.

5.37 When corporate governance of NSAs/SOs is found fall well short of required standard, SF&OC will suitably furnish advice and assistance to them for improvement and rectification. Nevertheless, if sub-standard situation persists, SF&OC may consider implementing series of actions, such as issuing verbal/written warning, assigning observer(s) to NSAs/SOs’ Board of Directors, and/or taking over management of NSAs/SOs by a ‘Management Cadre’ until satisfactory level is attained. In achieving the afore-mentioned proposals, SF&OC needs to be bestowed upon necessary powers and authorities. Hence, amendments to Articles of Association required to be drafted and passed to Annual General Meeting for voting.

CHAPTER SIX

CONCLUSION

CHAPTER SIX - CONCLUSION


6.1 The Corporate Governance Review conducted by SF&OC from December 2020 to September 2023 provides a comprehensive landscape of corporate governance levels and operations of 77 Member Associations. This review demonstrates the commitment of various stakeholders, including concerned government departments, SF&OC and its Member Associations towards pursuing transparency, accountability and operational efficiency in corporate governance.

6.2 The assessment of 77 NSAs/SOs against the Corporate Governance Review Checklist, coupled with engaging meetings and discussions with their Board Directors and senior management staff, revealed an overall reasonable achievement of 58.10% under the categories of ‘Fully Implemented’ + ‘Partially Implemented’ of governance measures. This signifies the substantial effort inputted by various stakeholders, i.e., CSTB, LCSD, ICAC, SF&OC and Member Associations in pursuance of corporate governance in preceding years.

6.3 Throughout this review, invaluable insights were gained with regard to common difficulties encountered by Member Associations, such as resource limitations, knowledge gaps and procedural complexities, etc. The feedback from NSAs/SOs showed the need for tailored strategic and practical recommendations in order to address these challenges effectively.

6.4 Hence, proposed measures encapsulated in this report, spanning from the formulation of a Code of Governance, an Assessment Tool to the introduction of ‘Compliance Officer’ and review of manpower situation, workload, Government subvention, present the roadmap for uplifting corporate governance levels. The path forward demands more than just recognition of these findings but the determination to implement the proposed recommendations. With concerted efforts from various stakeholders in implementing these recommendations, it holds the promise of strengthening the corporate governance levels of NSAs/SOs and thereby fostering sustainable development in the sports sector.

6.5 In summary, this report demonstrates the role of benchmarking allows for informed discussions about good governance in NSAs/SOs. It also underscores the necessity for further actions to be taken by major stakeholders to ascend towards elevated governance standards. Moreover, continual corporate governance review is inevitably required in order to ensure the implementation progress of corporate governance among NSAs/SOs. The publication of this report is therefore but a first step towards improving good governance in NSAs/SOs. It stands as a foundational step, signifying the journey



towards governance excellence and a sincere aspiration for the progression of sports development in Hong Kong, China.



ANNEXES

ANNEXES

<u>S/N</u>	<u>SUBJECTS</u>
1	Corporate Governance Review Checklist
2	Full Review Result Data
3	Full Review Result Data (Breakdown of Six Areas) by LCSD Subvention
4	Full Review Result Data (Breakdown of Six Areas) by Number of Salaried Staff

Annex 1 Corporate Governance Review Checklist

[一] 董事會的管治 Board Governance

1.1	行政董事會 Executive Board	
	1	董事會的職權範圍 Incorporate the Terms of Reference of the Board
	2	董事會的組合 Incorporate the Board composition
	3	取消董事資格的事宜 Incorporate disqualification of directors
	4	取消董事資格的議事規則 Incorporate disqualification of Board proceedings
	5	誠信規定 Incorporate integrity requirements
	6	訂定總會的宗旨 Lay down the mission of the NSA
	7	訂定總會策略計劃，以列明策略目標、工作目標及實現這些目標的策略性行動 Lay down NSA's strategic plans to set out strategic objectives, operational goals and strategic actions for achieving the goals
	8	訂定年度工作計劃，訂定清晰的指標和年度進度表，以便匯報已實現的指標 Lay down annual operational plans to set out clear targets and annual progress reports to present the extent of achieving those targets
	9	承諾在進行業務及活動時，恪守誠信及遵從既定的政策及程序 Include a statement of commitment to ethical practices and strict compliance with laid down policies and procedures in the conduct of all businesses and activities of the NSA
	10	董事會的運作獨立於秘書處 Ensure that the Board is independent from the Secretariat
	11	委任兩位不關連人士，分別出任董事會主席及秘書處負責人 Appoint different persons, who are not related, to be the Board Chairman and the person in-charge of the Secretariat
	12	訂定秘書處的職能及職責 Draw up the roles and responsibilities of the Secretariat
	13	界定主席、董事會成員、增選委員及主要職位（如秘書及司庫等）的職能及責任 Define the respective roles and responsibilities of the Chairman, Board members, co-opt members and key post holders, such as the Secretary and the Treasurer

	14	為履行職務的要求，新就任董事會成員必須接受完整入職導引，以獲取所需培訓及資料 New Board members should undergo a full induction, in which they receive the training and information they need to carry out their role
	15	規定常務委員或一些重要職位的最長任期 Set out the maximum tenure a person may serve on the Board or in certain key posts
	16	規定常務委員或一些重要職位任期的年期 Set out the maximum length of term of office a person may serve on the Board or in certain key posts
	17	董事會成員的組合應包括各種專才，以促進有效管治及平衡各主要持份者的利益 Board composition should include the mix of the Board membership, having regard to the various expertise required for effective governance and fair representation for the interests of major stakeholders
	18	訂定董事會成員的最低會議出席率 Specify a minimum attendance rate required of members at the Board meetings
1.2	功能委員會 Functional Committees	
	1.2.1	審計委員會 Audit Committee
	19	設立審計委員會，監察體育總會的內部及外部審計工作 Establish an Audit Committee to oversee all internal and external auditing activities
	20	訂定審計委員會的職責 Lay down the Terms of Reference of the Audit Committee
	21	訂定審計委員會的組合（如增選委員的人數及比例） Lay down the membership composition (e.g., the number and proportion of the co-opt members) of the Audit Committee
	22	訂定審計委員會成員的資歷要求（如專業背景及專長） Lay down the requirements (e.g., professional background and expertise) of the Audit Committee
	23	訂定審計委員會的提名或委任程序 Lay down the nomination or appointment procedures of the Audit Committee
	24	要求審計委員會定期向董事會匯報討論內容 Require periodic reporting on the Audit Committee's discussions to the Board
	25	委任一名獨立的董事會成員擔任審計委員會主席，避免由董事會主席或其他功能委員會主席兼任 Appoint an independent Board member, who is neither the chairman of the Board nor other functional committee, as the chairperson of the Audit Committee
	26	委任至少一名具備會計或審計知識的專業人士為審計委員會委員 Appoint at least one person with expertise in the accounting or auditing profession as a member of the Audit Committee
	1.2.2	財務委員會 Finance Committee
	27	設立財務委員會，以監察體育總會的財務規劃、管理及匯報事宜 Establish a Finance Committee to oversee the financial planning, management and

		reporting matters
	28	訂定財務委員會的職責 Lay down the Terms of Reference of the Finance Committee
	29	訂定財務委員會的組合（如增選委員的人數及比例） Lay down the membership composition (e.g., the number and proportion of the co-opt members) of the Finance Committee
	30	訂定財務委員會成員的資歷要求（如專業背景及專長） Lay down the membership requirements (e.g., professional background and expertise) of the Finance Committee
	31	訂定財務委員會的提名或委任程序 Lay down the nomination or appointment procedures of the Finance Committee
	32	要求財務委員會定期向董事會匯報討論內容 Require periodic reporting on the Finance Committee's discussions to the Board
	33	訂定採購政策 Formulate procurement policy
	34	就委任核數師事宜作出建議 Provide recommendation on the appointment of external auditor
1.3	提名及選舉董事會及功能委員會成員 Nomination and Election of Board Members and Functional Committee Members	
	1.3.1	董事會成員選舉機制 Election Mechanism of Board Members
	35	設立董事會成員的提名機制 Establish a mechanism for nominating Board members
	36	擬定提名參選所需的資格 Establish eligibility for being nominated to election
	37	擬定提名競逐連任所需的資格 Establish eligibility for being nominated to re-election
	38	擬定提名權 Establish nomination authority
	39	擬定提名程序 Establish nomination procedures
	40	公布董事會成員的提名機制 Publicize a mechanism for nominating Board members
	41	邀請一名獨立人士擔任觀察員，監察整個選舉過程 Engage an independent person as the observer of the entire election process
	42	訂定投票人的資格及權利 Lay down the eligibility and voting rights of voters for the election
	43	訂定候選人當選或連任必須符合的要求，例如最低得票率 State the requirements for a nominated candidate to be successfully elected or re-elected, e.g., minimum percentage of vote in favour
	44	妥善保管選票，以備日後查核 Keep the votes safely to allow for subsequent verification
	45	適時及公開點票 Conduct timely vote counting in an open manner

	1.3.2	功能委員會成員 Functional Committee Members
	46	訂定對各功能委員會成員的要求資格，例如財務委員會的成員需具備財務或會計背景 Stipulate the requirements for members of various functional committees, e.g., finance or accounting background for Finance Committee
	47	限定個別董事會成員可參與的功能委員會的數目 Lay down any restriction on the maximum number of functional committees a Board member may be appointed as a member
	48	選舉必須公平公正地進行並具透明度 Conduct a fair and transparent election
	1.3.3	增選委員 Co-opt members
	49	擬定各委員會內增選委員的職能 Lay down the role for co-opt members of various committees
	50	增選委員的任期 Lay down the term of appointment for co-opt members of various committees
	51	增選委員需具備的專長 Lay down the expertise requirement for co-opt members of various committees
	52	增選委員的限制（如服務年期） Lay down the restriction (e.g., desirable tenure of service) for co-opt members of various committees
	53	增選委員不應擁有投票權 No voting right is attached to a co-opt member
	54	規定增選委員在各功能委員會中所佔的比例 Stipulate the proportion of co-opt members in a functional committee
	55	規定增選委員在各功能委員會中所佔的人數上限 Stipulate the maximum number of co-opt members in a functional committee
	56	訂定增選委員的提名機制 Formulate the nomination mechanism for co-opt members
	1.4	召開董事會及會員大會 Conduct of Board and General Meetings
	57	訂定召開董事會議及會員大會的規則及程序 Lay down the rules and procedures for convening a Board and General Meeting
	58	舉行會議的次數 Lay down the frequency of meetings for convening a Board or General Meeting
	59	召開會議的最短通知期限 Lay down the minimum notification period for convening a Board or General Meeting
	60	於會議前派發議程及討論文件的安排 Issue agenda and discussion papers before meetings
	61	訂定董事會的議事程序 Stipulate the rules of proceedings at meetings of the Board
	62	訂定會議法定人數 Stipulate the quorum of a meeting
	63	訂定決議機制（如簡單多數制或須達到預定的最低支持率）

		Stipulate the resolution mechanism of a meeting (e.g., by simple majority rule or other specified percentage of support)
	64	適時及準確地把討論內容載於會議記錄內 Timely and accurately record in minutes the discussion
1.5	透明度及問責性 Transparency and Accountability	
	65	總會的管治文件 Governing document of NSA
	66	董事會的選舉機制 Mechanism for the election of Board members
	67	董事會的任何連任限制 Any restrictions on re-elections of Board members
	68	主要財務資料如財務報告 Major financial information including financial statements
	69	運動員遴選政策 Athlete selection policy
	70	運動員遴選機制 Athlete selection mechanism
	71	定期更新已公開的資料，例如每季或每半年更新一次 Periodically update the publicized information, e.g., once every quarter or six months
	72	作出公開承諾，表明體育總會恪守良好管治常規 Make a public statement of commitment of the NSA to comply with good governance practices

[二] 誠信管治 Integrity Management

2.1	恪守誠信管治 Integrity Management	
	73	董事會與最高管理層應一致表明對貪污舞弊採取「零容忍」態度 State NSA's commitment to "zero tolerance" towards corruption and malpractice with joint announcement by the Board and top management
	74	參與推廣道德文化的活動，例如出席總會的誠信培訓工作坊 Participate in activities promoting ethical culture in the NSA, e.g., joining capacity building workshops on integrity for staff
	75	執行既定的懲處機制，不容出現雙重標準 Enforce the established disciplinary mechanism with no double standards
2.2	紀律守則 Code of Conduct	
	76	訂定紀律守則 Issue a set of Code of Conduct
	77	定期向董事會和功能委員會的成員及職員傳閱有關誠信條文的摘要（如在臨近有送禮傳統的節日時），提醒他們遵守相關規定 Circulate extracts of key probity requirements to Board and functional committee members, and staff as a gentle reminder periodically, say before the festive seasons where gifts are commonly given

	2.2.1	收受利益 Acceptance of Advantages
	78	<p>確保董事會和功能委員會的成員及職員清楚明白《防止賄賂條例》的精神及當中有關收受利益的條文</p> <p>Ensure that members of the Board and functional committees, and staff are aware of the spirit and relevant legislations in relation to acceptance of advantage, i.e., the Prevention of Bribery Ordinance</p>
	79	<p>禁止董事會和功能委員會的成員及職員在未經授權人員批准的情況下，收受與他們有公事往來的人士所提供的利益</p> <p>Prohibit its Board and functional committee members as well as staff from accepting advantages from persons with whom they have official dealings, unless with permission from designated authority</p>
	80	<p>為顧及行政需要，可考慮就董事會和委員會成員及職員收受象徵式禮物，給予一般性批准，唯必須按情況及禮物性質訂定此類象徵式禮物的價值上限</p> <p>Prescribe the permissible value of token gifts, by their nature and circumstances under which blanket permission may be considered for administrative convenience, Board and committee members as well as staff are allowed to accept</p>
	81	<p>就接受象徵式禮物以外的利益，訂定批核程序和授權人員的職級</p> <p>Lay down the procedures and authority for approving an acceptance of advantage, other than token gifts</p>
	82	<p>訂定標準範本，用以呈報接受利益事宜及記錄管理層就處理該等禮物之決定</p> <p>Devise a standard template for reporting of acceptance of advantage and documenting management decision on the disposal</p>
	2.2.2	接受款待 Acceptance of Entertainment
	83	<p>提醒董事會和功能委員會成員及職員，避免接受與他們有公事往來的人士所提供的奢華或過於頻密的款待</p> <p>Remind members of the Board and functional committees, and staff to avoid accepting lavish or frequent entertainment from persons with whom they have official dealings</p>
	84	<p>訂定指引以協助處理有關的邀請，例如就接受款待事宜訂立清晰政策，包括由指定人員批核員工就接受款待的事先申請，以及在未能取得事先批准的情況下已接受款待的事後申報</p> <p>Devise guidelines to help handle related invitations, e.g., laying down clear policy on acceptance of entertainment including the designated authority for seeking prior approval or subsequent reporting of those offers where approval cannot be obtained beforehand</p>
	2.2.3	利益衝突 Conflict of Interest
	85	<p>規定董事會及功能委員會成員、職員和參與決策的人士，例如被委任為運動員遴選委員會成員的教練，迴避及申報任何實際或被視為利益衝突的情況</p> <p>Require Board and functional committee members, staff and persons who are involved in related decision-making process, such as coaches appointed to the athlete selection committee, to avoid and declare any actual or perceived conflict</p>

		of interest
	86	訂立申報利益衝突的機制，包括申報制度、申報方式、向誰申報等 Formulate a mechanism for declaring conflict of interest, including reporting system, mode of declaration, and line of reporting, etc.
	87	訂定利益衝突的指引，列明就已申報的利益衝突應採取的跟進行動，例如禁止已申報利益衝突的董事會成員參與決策過程 Set out guidelines for actions to be taken to mitigate the declared conflict, such as prohibiting a Board member having a declared interest from taking part in the related decision-making process
	88	訂定標準表格，用作申報利益及記錄所採取之行動 Devise a standard form for the declaration of conflict of interest as well as documentation of actions taken
	89	確保所有申報事宜及跟進行動均記錄在案，以便監察 Ensure that all declarations and subsequent actions taken are properly maintained and subject to scrutiny
	2.2.4	遵守紀律守則 Comply with the Code of Conduct
	90	說明違反守則的紀律處分，例如警告、撤職等 Specify the disciplinary sanctions against breaches of the Code, such as warnings, and/or dismissals, etc.
	91	指派一名高級職員專責處理查詢及違反誠信的舉報 Designate an officer of senior level to handle enquiries and reports of non-compliance
2.3	建立及深化誠信意識 Integrity Awareness Building and Entrenchment	
	92	為新委任董事會成員（包括功能委員會成員和增選委員）及職員舉辦講座，使他們熟悉紀律守則及反貪法例 Conduct capacity building sessions for newly appointed Board members (including functional committee members and co-opt members) and staff to familiarize them with the Code and related legislations on anti-corruption
	93	為現任董事會成員及職員安排進修講座，讓他們溫故知新，時刻保持警覺，守法持廉 Arrange refresher sessions for serving Board members and staff to sustain their vigilance on integrity
	94	定期檢討誠信管治策略，確保有關策略配合法例、社會和機構本身的轉變 Review the integrity management strategy from time to time to tie in with the changes in the legal framework, as well as the social and organizational environment

[三] 選拔運動員 Selection of Athletes

3.1 選拔運動員的基本原則 Fundamental Principles in Athlete Selection		
	95	以平等機會和公平競爭作為選拔運動員的核心價值 Promulgate the core values of equal opportunities and fair competition in athlete selection
	96	給予運動員均等和充分的機會，以展示實力，爭取入選，並在賽事中達到體育總會的指定目標 Allow athletes fair and full opportunity to display their worthiness for selection and to fulfill the aims of the organization at the competition
	97	確保遴選過程和與遴選有關的資料透明公開，並適時發放該等資料 Ensure transparency in respect of the information about the selection and the selection process, and timeliness in the dissemination of the information
	98	在遴選過程中堅守不偏不倚的原則，包括訂定機制以申報實際或被視為利益衝突的情況，並就跟進該等申報應採取的行動發出指引 Uphold the principle of impartiality in the selection process, including the formulation of a mechanism for declaring conflict of interest, actual or perceived, and the guidelines for taking appropriate actions following the declaration
3.2 遴選政策 Selection Policy		
	99	公開承諾在遴選過程中恪守誠信及遵守各項基本原則 Make a public statement of commitment to ethical practices in athlete selection and compliance with the fundamental principles in athlete selection
	100	就每項及／或每類活動和賽事訂下目標或目的，例如培育第二梯隊運動員參加適合其程度的錦標賽，以及挑選獲獎機會最高的運動員參加奧運會、亞洲運動會等世界級賽事 Formulate the objective(s) or target(s) for each and/or each type of event and competition, such as nurturing second-tier athletes in championship events corresponding to their levels, and selecting the best hopefuls for competing in world-class competitions, such as the Olympic Games and Asian Games, etc.
	101	決定遴選方法，例如舉行選拔比賽、參考教練評估，或綜合各種方法 Determine the selection method, e.g., selection trials, and coach assessment, or a combination of methods
	102	訂定遴選政策 Map out the selection policy
	103	訂定遴選準則 Map out a set of selection criteria
	104	訂定遴選程序 Map out the selection procedures
	105	公布遴選政策 Publicize the selection policy
	106	公布遴選準則 Publicize the selection criteria
	107	公布遴選程序 Publicize the selection procedures

3.3 遴選委員會 Selection Committee		
	108	成立遴選委員會以監察運動員的選拔過程，根據遴選政策，就個別比賽擬定遴選準則與方法，並訂定遴選程序 Establish a Selection Committee to monitor the athlete selection and implement the selection policy in respect of the formulation of the selection criteria and method in a particular competition, and the selection procedures
	109	訂定運動員遴選委員會的職責 Lay down the Terms of Reference of the Selection Committee
	110	訂定運動員遴選委員會的組合（如增選委員的人數及比例） Lay down the membership composition (e.g., the number and proportion of the co-opt members) of the Selection Committee
	111	訂定運動員遴選委員會成員的資歷要求（如專業背景及專長） Lay down the membership requirements (e.g., professional background and expertise) of the Selection Committee
	112	要求運動員遴選委員會定期向董事會匯報討論內容 Require periodic reporting on the Selection Committee's discussions to the Board
3.4 遴選準則 – 客觀與主觀準則 Selection Criteria - Objective and Subjective Criteria		
	113	擬定遴選準則，並就每項準則釐定應佔比重 Map out a set of selection criteria and assign weighting to each criterion
	114	為客觀遴選準則設定量化標準，例如世界排名的最低要求、表現基準等 Define the quantitative standards for objective selection criteria, such as the minimum world ranking, performance benchmarks, etc.
	115	為主觀遴選準則訂下指導性原則，以評估運動員的能力，例如專家在考慮運動員的心理因素、比賽成績和近期表現後對該運動員勝出機會的評估、不同教練所作的評價等 Lay down the guiding references for the assessment of athletes' suitability against subjective criteria, e.g., expert assessment of the athlete's winning chance having considered his psychological factor, competition results and latest performance, and collective views of coaches in respect of the athlete's potential and ability
3.5 遴選程序 Conduct of Selection		
	116	公布選拔測試的資料、名額 Publicize the information about the selection exercise and the number of places available
	117	如以過往比賽成績作為遴選依據，須公布獲取比賽成績的合資格時期 Announce, where the selection is based on past performance, qualification period(s) for performance
	118	如以過往比賽成績作為遴選依據，須公布獲承認的賽事或項目 Announce, where the selection is based on past performance, competitions or events recognized for selection
	119	確保遴選得以妥善進行，並詳細記錄決議過程 Ensure proper conduct of the selection and comprehensive documentation of the decision-making process
	120	適時公布遴選結果 Ensure timely announcement of the selection decision

3.6	上訴機制 Appeal Mechanism	
	121	訂立上訴機制 Formulate the appeal mechanism
	122	公布上訴機制 Disseminate the appeal mechanism
	3.6.1	上訴委員會 Appeal Panel
	123	確立上訴制度框架，包括上訴委員會的組成和權力，以及上訴程序確保委員會中有過半數成員（包括主席）沒有參與原本的遴選過程 Determine the overall appeal framework, including the formation of an Appeal Panel, powers of the Appeal Panel, and appeal procedures, etc. to ensure that more than half of the members including the panel chairman should not be involved in the original selection
	124	確立委員會的權力，例如推翻原遴選決定及／或指令重新進行遴選 Determine the powers of the Appeal Panel, e.g., powers to overrule the original selection decision, and/or to order a re-selection exercise
	3.6.2	上訴程序 Appeal Procedures
	125	提出上訴的時限和方式（例如上訴須於遴選結果公布後的指定期限內，以書面方式向上訴委員會主席提出） State time limit and mode for lodging an appeal (e.g., an appeal shall be made in writing and addressed to the chairman of the Appeal Panel within a specified period following the announcement of the selection results)
	126	提出上訴的費用（如適用） State fees, if any, for lodging an appeal set at an appropriate level
	127	確立上訴委員會的審議方式，例如書面判決或進行聆訊等 Determine the mode of deliberation by the Appeal Panel, e.g., paper-based judgement or conduct of hearing
	128	遵守聆訊的規則，如就有關聆訊的日期和地點、聆訊的程序（例如上訴人可否選擇由他本人或法律代表出席聆訊），儘早通知上訴人 Ensure compliance with the rules of proceedings, such as sufficient notice about the hearing date and venue to the appellant, hearing procedures (e.g., whether appellants may make own representation or be allowed legal representation)
	129	確定議決方式，例如以大多數或一致意見作決定 Determine the deliberation method, e.g., by a majority decision, or by consensus
	130	適時以書面方式通知上訴人和答辯人上訴結果及跟進行動 Timely notify the appellant and respondent of the outcome and the follow up actions in writing
3.7	檢討遴選政策 Review of Selection Policy	
	131	定期檢討與評估遴選政策，例如比較賽果與賽前定下的目標及／或目的，以及取得該等賽果的機制 Make it a standing practice to review and assess the selection policy, e.g., compare outcome against the objective(s) and/or target(s) of the competition, and the mechanism to achieve the outcomes
	132	建立渠道收集持份者的意見，如問卷調查、公開論壇等 Set out appropriate channels to collect feedback from stakeholders, such as

	questionnaires, and open forum inviting interactive discussion, etc.
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[四] 教練及裁判員的管理 Management of Coaches and Umpires

4.1	資歷及註冊機制 Qualification and Registration Mechanism	
	133	訂定教練整體結構（如資歷級別的數目、各級別的標準、獲取資歷的途徑、持續發展的要求和資歷的有效期） Formulate overall structure of coaches (e.g., number of levels, features of each level, path to qualification, continuous development, and validity duration)
	134	訂定裁判整體結構（如資歷級別的數目、各級別的標準、獲取資歷的途徑、持續發展的要求和資歷的有效期） Formulate overall structure of umpires (e.g., number of levels, features of each level, path to qualification, continuous development, and validity duration)
4.1.1	訓練課程和資歷評審 Training Course and Qualification Assessment	
	135	訓練課程的招生詳情，包括招生時間和渠道、報名資格、費用、收生機制（例如抽籤或先到先得）等 Enrolment details of the training courses, including enrolment period and channels, eligibility requirements, fees, and allocation mechanism (e.g., by ballot or first-come-first-served) etc.
	136	完成課程後的評核機制，包括課程綱要、評核模式（例如筆試、實習試，或二者兼備）、其他評核準則（例如課堂出席率）、各項準則所佔比重、可獲取資歷的最低標準、上訴機制（如適用）等 End-of-course assessment mechanism, including course syllabus, mode of assessment (e.g., written examination, practical assessment or a mix of both), other assessment criteria (e.g., course attendance rate), weightings to each assessment criterion, minimum assessment results eligible for awarding qualification, and appeal mechanism (if any) etc.
	137	適時公布收生結果及評核結果 Timely announce the list of successful enrolments and assessment results
4.1.2	註冊和續期 Registration and Renewal	
	138	登記註冊的期限、有效期和費用及任何豁免安排、註冊要求（例如須持有指定證書或資歷）和所需文件等 Registration period, validity duration of the registration, registration fee and fee-waiver arrangement, registration requirements (e.g., holder of certain certificates or qualifications), and documents required, etc.
	139	申請續期的期限和費用及任何豁免安排、續期條件（例如最少執教時數、出席認可課程的最少受訓時數及良好行為）和所需文件等 Renewal period, renewal fee and fee-waiver arrangement, renewal conditions (e.g., minimum coaching hours, minimum training hours in recognized courses, and proper conduct), and documents required, etc.
	140	申請人對遵守體育總會教練紀律守則的承諾 Undertaking by applicants to abide by NSA's Code of Conduct for coaches
	141	適時更新註冊教練和裁判員的資料庫

		Timely update the database of registered coaches and umpires
	142	適時公布名單 Publicize the lists
	4.1.3	處理投訴 Handling of Complaints
	143	各主要程序訂下服務承諾，例如開展調查程序、向高層管理人員或董事會報告的時限等 Time pledge for key steps, e.g., initiating investigation proceedings, and reporting to senior management or the Board
	144	調查模式，例如舉行聆訊或會面、由被投訴人作出書面陳述，或向其他出席課程的學員搜集資料 Mode of investigation, e.g., conduct of hearing or interview, written representation by the alleged, or collection of information from other course attendees
	145	證明屬實的投訴所採取紀律處分的指引 Guidelines for disciplinary actions against substantiated complaints
	146	就調查結果及／或紀律處分裁決的上訴機制 Appeal mechanism against investigation outcome and/or disciplinary action
	147	公布投訴處理程序，包括紀律處分程序和被投訴者在過程中享有的權利（例如作出申述、就調查結果和紀律處分裁決提出上訴） Make known to coaches and umpires the complaint handling procedures, including disciplinary actions, and their rights in the process (e.g., making a representation, and appeal against investigation outcome and disciplinary action)
	148	把調查細節記錄在案，確保日後處理註冊續期時能有效地查閱有關資料 Document the investigation details to ensure efficient retrieval of information for subsequent referencing in the registration renewal exercises
	149	將調查結果於合理時限內通知投訴人和被投訴人 Notify the complainant and the alleged of the outcome within a reasonable time frame
	4.2	分配教練及裁判員工作 Assignment of Coaching and Adjudicating Duties
	150	決定並公布教練和裁判員工作的分配方式，例如公開邀請合資格人士表明承接工作的意向，或由體育總會按照服務要求，依據教練和裁判員的資歷和意向進行配對 Determine and publicize the general approach in assigning duties to coaches and umpires, e.g., open invitation for indication of interest, and mapping exercise by NSA to match service requirements with the qualification and preference of coaches and umpires
	151	適時向申請人公布工作分配的結果 Timely notify the applicants of the duty assignment results
	152	透過定期更新，確保教練和裁判員的檔期及／或承接工作意向的資料庫，載有完整和最新的資料 Ensure that the database on the availability and/or preference of coaches and umpires is complete and updated, say by a periodic information updating exercise
	4.3	教練授課 Coaching
	153	訂定教練授課的實務守則 Formulate Coaches' Code of Practice when Coaching

[五] 會籍管理 Administration of Membership

5.1 入會事宜 Admission of Membership		
	154	決定並公布取得各種會籍的方法，如公開申請及／或由現任會員提名 Determine and publicize the modes of admission for various membership categories, e.g., open application, and/or nomination by incumbent members
	155	申請或提名期限 Application or nomination period
	156	所需文件或資料 Document or information required
	157	遞交申請或提名的渠道 Channels for submission of application or nomination
	158	決策過程，如審閱文件、觀察申請者一段時期及交由審核小組討論 Decision making process, e.g., paper vetting, observation period, and panel deliberation
	159	繳納會費的方法 Means for settlement of membership fee
	160	公布各種會籍的入會要求，如個人會員申請者的年齡、屬會會員申請者的最低會員人數要求、觀察期及費用 Publicize the admission requirements for various membership categories, e.g., age, minimum membership in an applicant club, observation period, and fees
	161	訂定並公布處理入會申請的服務承諾 Establish and publicize the time pledge for processing requests for membership admission
	162	訂定並公布評審程序，例如若屬會會員申請者須通過觀察期，訂定觀察期內受評核的範疇及相關評審標準等 Lay down and publicize the assessment procedures, including areas subject to evaluation, and standards required for each evaluation area, etc., if an applicant club is subject to an observation period before granting membership
	163	適時通知申請者有關結果及覆核機制 Timely notify applicants of the outcome of their admission requests and review mechanism
5.2 暫停及終止會籍 Membership Suspension and Termination		
	164	訂定各種會籍的權利和義務，例如出席會員大會及在會上投票的權利、參加屬會聯賽的權利、遵守會規的義務等 Stipulate the rights and obligations of various categories of membership, such as rights to attend and vote at general meetings, rights to enroll in the club-based leagues, and obligation to comply with members' rules
	165	訂定可被暫停及終止會籍的情況、作出相關決定的授權人員及上訴渠道 Lay down the circumstances under which a membership may be suspended and terminated, the authority for making these decisions and the channel for appeal
	166	通知有關會員暫停及終止其會籍的程序，例如讓有關會員知悉其違反會規

		<p>的詳情和答辯的權利</p> <p>Make known to the member concerned the procedures for suspending and terminating membership, e.g., notifying members in detail of the breach of members' rules and rights to make representation</p>
	167	<p>適時通知有關會員聆訊結果，例如暫停及終止會籍的期限，或須接受嚴密監察要求</p> <p>Timely notify the member concerned of the panel decision, e.g., membership suspension for a specified period of time, termination for a period of time, or subject to close monitoring</p>

[六] 一般行政事務 General Administration

6.1 財務管理 Financial Management		
	168	<p>訂定財務管理政策與程序，並規定員工須嚴格遵從</p> <p>Lay down clear policies and procedures for financial management, and require strict compliance by the staff concerned</p>
	169	<p>列明董事會成員和高級行政人員申請發還酬酢及海外考察等開支的準則與程序</p> <p>Specify the criteria and procedures for reimbursement of expenses incurred by the Board members and senior executives on entertainment, overseas visits, etc.</p>
	170	<p>委派獨立人員進行隨機抽查和內部審計</p> <p>Appoint independent staff to conduct random checks and internal audits</p>
	171	<p>在每個財政年度開始時提交活動計劃和財政預算，供董事會（或財務委員會）審批；如有需要，亦應呈交財政預算給有關政府決策局或部門閱覽/批核</p> <p>Produce at the beginning of each financial year a programme of activities and the budget for approval by the Board (or the Finance Committee, if one is established) and, if required, for information/endorsement by the Government bureau or department concerned</p>
	172	<p>指派一名高級職員審核所有預算的修訂，並向董事會匯報任何重大改動</p> <p>Designate an approving authority at the senior level to consider any variation of the approved budget and require reporting to the Board of any major changes</p>
	173	<p>訂定公務外訪指引</p> <p>Formulate general policy governing duty-related overseas trips</p>
	174	<p>訂定酬酢開支指引</p> <p>Formulate policies governing entertainment expenditure</p>
	175	<p>訂定各項活動或服務的收費類別及處理指引</p> <p>Set the levels of fees or charges for different types of activities or services and their handling guidelines</p>
	176	<p>定期向董事會或財務委員會呈交財務報告</p> <p>Make periodic financial reporting to the Board or its Finance Committee</p>
	177	<p>委任專業核數師為機構進行年度審計</p> <p>Appoint a professional accountant to conduct annual financial audit</p>

178	只有獲授權人士可按「有需要知情」原則，取閱機密或專有資料 Access to classified or privilege information should be restricted to authorized persons and on a need-to-know basis.
179	能影響決策過程的重要資訊，應絕對保密 Information which has a bearing on the decision-making process should be kept in strict confidence
180	不應讓個別員工單獨控制整個工作過程，應盡量分工，以便員工互相監察 No single officer should be allowed to control the entire process from start to end. Cross-monitoring by segregation of duties should be provided as far as possible
181	透過例行檢查和隨機抽查，偵察和阻嚇包庇行為 Connivance in the operations could be deterred and detected through routine and random checks
182	備存妥善記錄、一切收據、賬目或文件，以便日後有需要時追查和問責 Proper documentation of records, receipts, accounts or documents serves as the source to ensure traceability and accountability
183	提醒員工遵守《防止賄賂條例》 Remind employees to observe the Prevention of Bribery Ordinance
6.2 採購 Procurement	
184	邀請足夠數量的投標者報價，讓其提出最具競爭力的報價單或標書 Sufficient bidders should be invited and allowed to make their best competitive offer or bid
185	所有投標者均可公平競爭 A level playing platform should be in place for all bidders
186	參與投標活動的供應商，均應享有同等機會獲悉一切相關的要求和資訊，如所需產品或服務的規格、截標日期等 All requirements and information pertaining to the bidding exercise should be equally accessible by all bidders concerned. Examples are generic product or service specifications, deadline for bid submission
187	按照康樂及文化事務署的要求訂定一套標準採購程序，以確保整個機構不論以外間資助或機構內部資金進行採購時均採用相同的程序 Adopt a set of standard procurement procedures, no less stringent than the requirements of LCSD, to ensure consistency in practice (i.e., the same set of procedures for procurement using government subvention or the NSA's own fund)
188	訂定不同價值採購的審批人員及採購方法（如以公開招標方式進行較高金額的採購，以局限性招標方式進行指定金額以下的小型採購） Specify the approving authorities and the procurement methods for purchases of different values (e.g., open tendering for purchases of significant value or restricted tendering for minor purchases of specified amounts)
189	訂定採用單一報價或招標的審批人員（大額採購應盡可能由小組審批），並要求有關職員以書面提出理據 Specify the approving authorities for purchases by single source quotation or tender (preferably by a panel in case of high value purchases) and require the staff concerned to give justifications in writing
190	只有獲授權人士可按「有需要知情」原則，取閱機密或專有資料

		Access to classified or privilege information should be restricted to authorized persons and on a need-to-know basis
	191	能影響決策過程的重要資訊，如投標價格，應絕對保密 Information which has a bearing on the decision-making process should be kept in strict confidence, such as bid price
	192	不應讓個別員工單獨控制整個工作過程，應盡量分工，以便員工互相監察 No single officer should be allowed to control the entire process from start to end. Cross-monitoring by segregation of duties should be provided as far as possible
	193	透過例行檢查和隨機抽查，偵察和阻嚇包庇行為 Connivance in the operations could be deterred and detected through routine and random checks
	194	備存妥善記錄、一切收據、賬目或文件，以便日後有需要時追查和問責 Proper documentation of records, receipts, accounts or documents serves as the source to ensure traceability and accountability
	195	提醒員工遵守《防止賄賂條例》 Remind employees to observe the Prevention of Bribery Ordinance
6.3	人事管理 Staff Administration	
	6.3.1	一般措施 General Controls
	196	制訂人事管理指引，如薪酬、招聘、工作表現、評估、任免規則及紀律事宜，將有關政策及規則向所有員工公布，並應定期檢討及更新 Formulate and make known to all staff the policies and guidelines for staff administration, such as remuneration, recruitment, appraisals, appointment and discipline, etc. and conduct periodic review and update
	197	根據政府的資助規例（如適用），訂定每個職位的職務、關鍵才能要求、工時及其他表現指標 Set out the duties, core competency, working hours and other performance indicators for each post, in line with any government subvention rules where appropriate
	198	規定人力資源部門或人事管理職員須經常更新人事紀錄，並只准授權人員存取或閱覽 Require the HR department or the personnel staff to maintain up-to-date records of individual staff members, with restricted access to authorized persons only
	199	在僱傭合約中規定員工必須遵守機構的紀律守則，並向新職員派發該守則 Include in the employment contracts a standard clause requiring the staff to comply with the NSA's Code of Conduct, and issue to each staff member a copy of the Code upon appointment.
	200	舉辦培訓班加強員工的防貪意識 Organize capacity building sessions for the staff to raise their corruption prevention awareness
	201	只有獲授權人士可按「有需要知情」原則，取閱機密或專有資料 Access to classified or privilege information should be restricted to authorized persons and on a need-to-know basis
	202	能影響決策過程的重要資訊如面試內容，應絕對保密 Information which has a bearing on the decision-making process should be kept in

		strict confidence, such as interview content
	203	委派高級主管透過例行檢查和隨機抽查，偵察和阻嚇包庇行為 Connivance in the operations could be deterred and detected through spot check routine and random checks by more senior supervisors
	204	備存妥善記錄和文件，以便日後有需要時追查和問責 Proper documentation and documents serve as the source to ensure traceability and accountability
	205	提醒員工遵守《防止賄賂條例》 Remind employees to observe the Prevention of Bribery Ordinance
	6.3.2	招聘程序 Recruitment
	206	所有招聘和解僱事宜須由人力資源部門或人事管理職員處理 Make sure all staff recruitments and dismissals are handled through the HR department or personnel staff
	207	有關機構招聘和解僱員工的決定及條款，須由適當職級的職員負責；如涉及高層行政人員的聘任，則須由董事會決定 Ensure that decisions for hiring and firing and the terms are made by staff at the appropriate level, involving the Board in the case of senior executives
	208	要求有份參與招聘工作的職員申報利益衝突（例如與應徵者的私人關係）。如接獲利益衝突的申報，應盡量安排其他職員處理有關招聘工作；若必須參考該職員的專業意見，則應要求該職員避免在甄選過程中參與決策 Require the staff involved in the recruitment process to declare conflict of interest (e.g., personal relationship with a candidate) and, upon receiving such a declaration, assign the job to a different person or, if his technical input is necessary, require him to abstain from taking part in the decision-making process
	209	在進行公開招聘時，應列明職位的工作範圍及要求資歷和經驗，並由指定的高級職員批核；如聘請高層行政職位，則須由董事會或有關委員會批核 Lay down the job description, qualification and experience required of the post open for recruitment, to be endorsed by a designated senior staff member or the Board/committee for recruitment of senior executives
	210	招聘程序應公開進行（如在報章及機構網站刊登廣告） Conduct open recruitment exercises (e.g., through advertisements in newspapers and the NSA's website)
	211	人力資源部門或指定的董事會成員/職員須根據既定的準則篩選應徵者，然後將合資格人士列入候選名單 Require the HR department or the designated Board members/staff to screen and, if necessary, shortlist all applicants according to the laid down criteria
	212	委任一名沒有參與招聘工作的職員覆核每份入選及落選申請，確保篩選過程符合既定的準則 Assign a staff member not involved in the recruitment exercise to review all screened-in and screened-out applications to ensure compliance with the laid down criteria
	213	設立甄選委員會，成員包括兩位或以上招聘部門和人力資源部門的管理級人員（或指定的董事會成員/職員），負責進行面試、評審和甄選應徵者的

		<p>工作</p> <p>Appoint a recruitment panel (comprising two or more managerial staff of the user and HR department or the designated Board member/staff) to conduct interviews, assessment and selection of candidates</p>
	214	<p>事先釐定甄選準則，並禁止在面試過程中更改準則，以免被視為偏幫個別應徵者</p> <p>Pre-determine the selection criteria and prohibit modifications to the criteria during the interview process which may be perceived as attempts to favor a particular candidate</p>
	215	<p>若容許董事會成員或職員介紹應徵者，則規定該成員或職員須申報與其推介的應徵者的關係</p> <p>Require Board members or the staff to declare their relationship with the candidates they referred to the NSA at the outset (if the practice of making referrals of candidates is permissible)</p>
	216	<p>使用特定的評核表格，記錄每名應徵者的評審結果</p> <p>Document the assessment of each candidate, preferably using a form designed for this purpose</p>
	217	<p>備存妥善記錄，以便日後有需要時追查和問責</p> <p>Proper documentation serves as the source to ensure traceability and accountability</p>
	6.3.3	薪酬與福利 Remuneration and Staff Benefits
	218	<p>根據政府的資助規例或資助團體訂定的指引，釐訂每個職位的薪酬範圍，並由董事會批核</p> <p>Lay down the salary scales for all posts, following the guidelines from the government or sponsoring bodies, and seeking endorsement from the Board</p>
	219	<p>若個別員工的待遇比既定的薪酬及福利條件優厚，須由指定的高級職員批核（並向董事會匯報）。若涉及高層行政人員的待遇條件，則須由董事會/委員會批核。如有需要，亦應呈交有關資助團體審批</p> <p>Require any offer exceeding the specified remuneration packages to be approved by a designated senior executive (who should report such cases to the Board) or the Board/committee in the case of senior executives, as well as the sponsoring bodies where appropriate</p>
	220	<p>訂定調整薪酬和發放非標準薪金（如年終花紅）的準則和機制</p> <p>Lay down the criteria and mechanism for salary adjustments and determination of any non-standard payments (e.g., year-end bonus)</p>
	221	<p>向員工公布其他福利（如培訓津貼）的詳情，包括申領準則及程序</p> <p>Make known to the staff any other benefits available (e.g., training subsidies), the eligibility criteria, and procedures for application</p>
	222	<p>規定員工薪酬、非標準薪金和其他福利的調整須得到高層管理人員的批核（涉及高層人員的調整則須得到董事會/委員會的批核），及按需要呈交資助團體審批</p> <p>Require any adjustment of staff salaries, non-standard payments and other benefits to be approved by the senior management (or the Board/committee for senior executives) and the sponsoring bodies where appropriate</p>
	223	<p>如員工福利是按限額分配，則須採用公平的機制進行分配（如抽籤或按年</p>

		資計分等) Adopt a fair allocation mechanism (e.g., by ballot or a scoring system based on years of service, etc.) if allocation of staff benefits is subject to a quota
	224	妥善管理機構的強制性公積金計劃，並確保準時繳付供款 Ensure the Mandatory Provident Fund schemes are properly administered and payments correctly made
	6.3.4	工作表現評核與紀律處分 Performance Appraisal and Disciplinary Action
	225	訂定每個職位所要求的關鍵才能要求和職務範圍，並向員工公布 Lay down and make known to all staff the core competence requirements and job duties of each post
	226	按照不同職級的關鍵才能要求制訂標準工作表現評核表格 Design standard appraisal forms for use based on the core competence
	227	規定員工的表現評核報告須由直屬上司撰寫，並由更高級的職員或小組/部門主管加簽 Require appraisal reports to be made by the immediate supervisor and counter-signed by a more senior staff member or the unit/department head
	228	讓員工閱讀其表現評核報告及與上司面談，有需要時員工可與更高級職員會面 Allow the staff to read their appraisal reports and to be interviewed by the supervisor or more senior staff as necessary
	229	訂定對不當或違規行為的紀律處分，並向員工公布有關政策 Lay down the disciplinary actions that may be taken in respect of misconduct or breaches of discipline, and make the policy known to all staff
	230	制訂紀律處分程序，供有關部門的高層管理人員和人力資源部門共同執行，並規定所有處分個案必須向董事會/委員會匯報 Establish the procedures for taking disciplinary actions, which should involve both the senior management of the unit concerned and the HR department, and report such cases to the Board/committee for information
	231	設立獨立的渠道讓感到受屈的員工作出投訴，並訂定處理投訴的程序（如成立檢討委員會） Establish an independent channel for complaints by aggrieved staff, and lay down the procedures for review of complaint cases (e.g., forming a panel for the review)
6.4	其他 Others	
	232	遵守奧林匹克憲章 Comply with Olympic Charter
	233	遵守國際奧林匹克委員會道德守則 Comply with International Olympic Committee Code of Ethics
	234	遵守中國香港體育協會暨奧林匹克委員會組織章程細則 Comply with the Articles of Association of Sports Federation & Olympic Committee of Hong Kong, China
	235	遵守國際體育聯會守則（如適用） Comply with the Code of International Federation (if applicable)
	236	遵守亞洲體育聯會守則（如適用） Comply with the Code of Asian Federation (if applicable)

237	訂定平等機會政策 (a) 性別 (b) 殘疾 (c) 家庭崗位 (d) 種族 Formulate Equal Opportunities policy (a) Sex (b) Disability (c) Family Status (d) Race
238	訂定平等機會的實務守則 Formulate Code of Practice on Equal Opportunities
239	訂定防止性騷擾政策 Formulate Prevention of Sexual Harassment Policy
240	訂定防止性騷擾的實務守則 Formulate Code of Practice on Prevention of Sexual Harassment
241	訂定防止虐待兒童政策 Formulate Prevention of Child Abuse Policy
242	訂定防止虐待兒童的實務守則 Formulate Code of Practice on Prevention of Child Abuse
243	訂定處理一般公眾投訴守則及程序 Formulate Code of Practice and Procedures for Handling Public Complaints

Annex 2 Full Review Result Data

[一] 董事會的管治 Board Governance

			F* (%)	P* (%)	F+P* (%)	N* (%)
1.1	行政董事會 Executive Board					
	1	董事會的職權範圍 Incorporate the Terms of Reference of the Board	97.40	1.30	98.70	1.30
	2	董事會的組合 Incorporate the Board composition	97.40	2.60	100.00	0.00
	3	取消董事資格的事宜 Incorporate disqualification of directors	90.91	0.00	90.91	9.09
	4	取消董事資格的議事規則 Incorporate disqualification of Board proceedings	16.88	12.99	29.87	70.13
	5	誠信規定 Incorporate integrity requirements	84.42	1.30	85.71	14.29
	6	訂定總會的宗旨 Lay down the mission of the NSA	85.71	5.19	90.91	9.09
	7	訂定總會策略計劃，以列明策略目標、工作目標及實現這些目標的策略性行動 Lay down NSA's strategic plans to set out strategic objectives, operational goals and strategic actions for achieving the goals	51.95	9.09	61.04	38.96
	8	訂定年度工作計劃，訂定清晰的指標和年度進度表，以便匯報已實現的指標 Lay down annual operational plans to set out clear targets and annual progress reports to present the extent of achieving those targets	36.36	12.99	49.35	50.65
	9	承諾在進行業務及活動時，恪守誠信及遵從既定的政策及程序 Include a statement of commitment to ethical practices and strict compliance with laid down policies and procedures in the conduct of all businesses and activities of the NSA	85.71	0.00	85.71	14.29
	10	董事會的運作獨立於秘書處 Ensure that the Board is independent from the Secretariat	27.27	25.97	53.25	46.75

	11	委任兩位不關連人士，分別出任董事會主席及秘書處負責人 Appoint different persons, who are not related, to be the Board Chairman and the person in-charge of the Secretariat	58.44	3.90	62.34	37.66
	12	訂定秘書處的職能及職責 Draw up the roles and responsibilities of the Secretariat	18.18	10.39	28.57	71.43
	13	界定主席、董事會成員、增選委員及主要職位（如秘書及司庫等）的職能及責任 Define the respective roles and responsibilities of the Chairman, Board members, co-opt members and key post holders, such as the Secretary and the Treasurer	50.65	14.29	64.94	35.06
	14	為履行職務的要求，新就任董事會成員必須接受完整入職導引，以獲取所需培訓及資料 New Board members should undergo a full induction, in which they receive the training and information they need to carry out their role	7.79	9.09	16.88	83.12
	15	規定常務委員或一些重要職位的最長任期 Set out the maximum tenure a person may serve on the Board or in certain key posts	24.68	6.49	31.17	68.83
	16	規定常務委員或一些重要職位任期的年期 Set out the maximum length of term of office a person may serve on the Board or in certain key posts	87.01	3.90	90.91	9.09
	17	董事會成員的組合應包括各種專才，以促進有效管治及平衡各主要持份者的利益 Board composition should include the mix of the Board membership, having regard to the various expertise required for effective governance and fair representation for the interests of major stakeholders	15.58	10.39	25.97	74.03
	18	訂定董事會成員的最低會議出席率 Specify a minimum attendance rate required of members at the Board meetings	7.79	3.90	11.69	88.31
<i>Average Percentage of Section 1.1</i>			<i>52.45</i>	<i>7.43</i>	<i>59.88</i>	<i>40.12</i>
1.2	功能委員會 Functional Committees					
	1.2.1	審計委員會 Audit Committee				
	19	設立審計委員會，監察體育總會的內部及外部審計工作	11.69	1.30	12.99	87.01

		Establish an Audit Committee to oversee all internal and external auditing activities				
	20	訂定審計委員會的職責 Lay down the Terms of Reference of the Audit Committee	7.79	2.60	10.39	89.61
	21	訂定審計委員會的組合（如增選委員的人數及比例） Lay down the membership composition (e.g., the number and proportion of the co-opt members) of the Audit Committee	6.49	6.49	12.99	87.01
	22	訂定審計委員會成員的資歷要求（如專業背景及專長） Lay down the requirements (e.g., professional background and expertise) of the Audit Committee	2.60	2.60	5.19	94.81
	23	訂定審計委員會的提名或委任程序 Lay down the nomination or appointment procedures of the Audit Committee	7.79	1.30	9.09	90.91
	24	要求審計委員會定期向董事會匯報討論內容 Require periodic reporting on the Audit Committee's discussions to the Board	12.99	55.84	68.83	31.17
	25	委任一名獨立的董事會成員擔任審計委員會主席，避免由董事會主席或其他功能委員會主席兼任 Appoint an independent Board member, who is neither the chairman of the Board nor other functional committee, as the chairperson of the Audit Committee	5.19	0.00	5.19	94.81
	26	委任至少一名具備會計或審計知識的專業人士為審計委員會委員 Appoint at least one person with expertise in the accounting or auditing profession as a member of the Audit Committee	6.49	1.30	7.79	92.21
	1.2.2	財務委員會 Finance Committee				
	27	設立財務委員會，以監察體育總會的財務規劃、管理及匯報事宜 Establish a Finance Committee to oversee the financial planning, management and reporting matters	33.77	1.30	35.06	64.94
	28	訂定財務委員會的職責 Lay down the Terms of Reference of the Finance Committee	20.78	1.30	22.08	77.92
	29	訂定財務委員會的組合（如增選委員的人	23.38	6.49	29.87	70.13

		數及比例) Lay down the membership composition (e.g., the number and proportion of the co-opt members) of the Finance Committee				
	30	訂定財務委員會成員的資歷要求（如專業背景及專長） Lay down the membership requirements (e.g., professional background and expertise) of the Finance Committee	7.79	1.30	9.09	90.91
	31	訂定財務委員會的提名或委任程序 Lay down the nomination or appointment procedures of the Finance Committee	7.79	5.19	12.99	87.01
	32	要求財務委員會定期向董事會匯報討論內容 Require periodic reporting on the Finance Committee's discussions to the Board	28.57	50.65	79.22	20.78
	33	訂定採購政策 Formulate procurement policy	87.01	1.30	88.31	11.69
	34	就委任核數師事宜作出建議 Provide recommendation on the appointment of external auditor	15.58	3.90	19.48	80.52
<i>Average Percentage of Section 1.2</i>			<i>17.86</i>	<i>8.93</i>	<i>26.79</i>	<i>73.21</i>
1.3	提名及選舉董事會及功能委員會成員 Nomination and Election of Board Members and Functional Committee Members					
	1.3.1	董事會成員選舉機制 Election Mechanism of Board Members				
	35	設立董事會成員的提名機制 Establish a mechanism for nominating Board members	74.03	7.79	81.82	18.18
	36	擬定提名參選所需的資格 Establish eligibility for being nominated to election	77.92	10.39	88.31	11.69
	37	擬定提名競逐連任所需的資格 Establish eligibility for being nominated to re-election	80.52	9.09	89.61	10.39
	38	擬定提名權 Establish nomination authority	72.73	7.79	80.52	19.48
	39	擬定提名程序 Establish nomination procedures	55.84	6.49	62.34	37.66
	40	公布董事會成員的提名機制 Publicize a mechanism for nominating Board members	62.34	7.79	70.13	29.87
	41	邀請一名獨立人士擔任觀察員，監察整個選舉過程 Engage an independent person as the	24.68	3.90	28.57	71.43

		observer of the entire election process				
	42	訂定投票人的資格及權利 Lay down the eligibility and voting rights of voters for the election	90.91	3.90	94.81	5.19
	43	訂定候選人當選或連任必須符合的要求，例如最低得票率 State the requirements for a nominated candidate to be successfully elected or re-elected, e.g., minimum percentage of vote in favour	40.26	7.79	48.05	51.95
	44	妥善保管選票，以備日後查核 Keep the votes safely to allow for subsequent verification	7.79	2.60	10.39	89.61
	45	適時及公開點票 Conduct timely vote counting in an open manner	19.48	2.60	22.08	77.92
	1.3.2	功能委員會成員 Functional Committee Members				
	46	訂定對各功能委員會成員的要求資格，例如財務委員會的成員需具備財務或會計背景 Stipulate the requirements for members of various functional committees, e.g., finance or accounting background for Finance Committee	7.79	18.18	25.97	74.03
	47	限定個別董事會成員可參與的功能委員會的數目 Lay down any restriction on the maximum number of functional committees a Board member may be appointed as a member	7.79	6.49	14.29	85.71
	48	選舉必須公平公正地進行並具透明度 Conduct a fair and transparent election	75.32	0.00	75.32	24.68
	1.3.3	增選委員 Co-opt members				
	49	擬定各委員會內增選委員的職能 Lay down the role for co-opt members of various committees	3.90	7.79	11.69	88.31
	50	增選委員的任期 Lay down the term of appointment for co-opt members of various committees	10.39	3.90	14.29	84.42
	51	增選委員需具備的專長 Lay down the expertise requirement for co-opt members of various committees	1.30	1.30	2.60	97.40
	52	增選委員的限制（如服務年期） Lay down the restriction (e.g., desirable tenure of service) for co-opt members of	6.49	0.00	6.49	93.51

		various committees				
	53	增選委員不應擁有投票權 No voting right is attached to a co-opt member	9.09	0.00	9.09	90.91
	54	規定增選委員在各功能委員會中所佔的比例 Stipulate the proportion of co-opt members in a functional committee	3.90	2.60	6.49	93.51
	55	規定增選委員在各功能委員會中所佔的人數上限 Stipulate the maximum number of co-opt members in a functional committee	5.19	1.30	6.49	93.51
	56	訂定增選委員的提名機制 Formulate the nomination mechanism for co-opt members	2.60	3.90	6.49	93.51
<i>Average Percentage of Section 1.3</i>			<i>33.65</i>	<i>5.25</i>	<i>38.90</i>	<i>61.10</i>
1.4	召開董事會及會員大會 Conduct of Board and General Meetings					
	57	訂定召開董事會議及會員大會的規則及程序 Lay down the rules and procedures for convening a Board and General Meeting	83.12	16.88	100.00	0.00
	58	舉行會議的次數 Lay down the frequency of meetings for convening a Board or General Meeting	63.64	35.06	98.70	1.30
	59	召開會議的最短通知期限 Lay down the minimum notification period for convening a Board or General Meeting	57.14	42.86	100.00	0.00
	60	於會議前派發議程及討論文件的安排 Issue agenda and discussion papers before meetings	33.77	48.05	81.82	18.18
	61	訂定董事會的議事程序 Stipulate the rules of proceedings at meetings of the Board	84.42	7.79	92.21	7.79
	62	訂定會議法定人數 Stipulate the quorum of a meeting	98.70	1.30	100.00	0.00
	63	訂定決議機制（如簡單多數制或須達到預定的最低支持率） Stipulate the resolution mechanism of a meeting (e.g., by simple majority rule or other specified percentage of support)	87.01	12.99	100.00	0.00
	64	適時及準確地把討論內容載於會議記錄內 Timely and accurately record in minutes the discussion	44.16	45.45	89.61	10.39
<i>Average Percentage of Section 1.4</i>			<i>68.99</i>	<i>26.30</i>	<i>95.29</i>	<i>4.71</i>

1.5	透明度及問責性 Transparency and Accountability					
	65	總會的管治文件 Governing document of NSA	79.22	12.99	92.21	7.79
	66	董事會的選舉機制 Mechanism for the election of Board members	67.53	6.49	74.03	25.97
	67	董事會的任何連任限制 Any restrictions on re-elections of Board members	62.34	5.19	67.53	32.47
	68	主要財務資料如財務報告 Major financial information including financial statements	70.13	7.79	77.92	22.08
	69	運動員遴選政策 Athlete selection policy	57.14	2.60	59.74	40.26
	70	運動員遴選機制 Athlete selection mechanism	71.43	10.39	81.82	18.18
	71	定期更新已公開的資料，例如每季或每半年更新一次 Periodically update the publicized information, e.g., once every quarter or six months	35.06	22.08	57.14	42.86
	72	作出公開承諾，表明體育總會恪守良好管治常規 Make a public statement of commitment of the NSA to comply with good governance practices	14.29	6.49	20.78	79.22
Average Percentage of Section 1.5			57.14	9.25	66.40	33.60
Average Percentage of Area 1			41.38	9.40	50.78	49.22

[二] 誠信管治 Integrity Management

2.1 恪守誠信管治 Integrity Management						
	73	董事會與最高管理層應一致表明對貪污舞弊採取「零容忍」態度 State NSA's commitment to "zero tolerance" towards corruption and malpractice with joint announcement by the Board and top management	81.82	1.30	83.12	16.88
	74	參與推廣道德文化的活動，例如出席總會的誠信培訓工作坊 Participate in activities promoting ethical culture in the NSA, e.g., joining capacity building workshops on integrity for staff	83.12	1.30	84.42	15.58
	75	執行既定的懲處機制，不容出現雙重標準 Enforce the established disciplinary mechanism with no double standards	76.62	0.00	76.62	23.38
Average Percentage of Section 2.1			80.52	0.87	81.39	18.61
2.2 紀律守則 Code of Conduct						
	76	訂定紀律守則 Issue a set of Code of Conduct	85.71	9.09	94.81	5.19
	77	定期向董事會和功能委員會的成員及職員傳閱有關誠信條文的摘要（如在臨近有送禮傳統的節日時），提醒他們遵守相關規定 Circulate extracts of key probity requirements to Board and functional committee members, and staff as a gentle reminder periodically, say before the festive seasons where gifts are commonly given	18.18	7.79	25.97	74.03
2.2.1 收受利益 Acceptance of Advantages						
	78	確保董事會和功能委員會的成員及職員清楚明白《防止賄賂條例》的精神及當中有關收受利益的條文 Ensure that members of the Board and functional committees, and staff are aware of the spirit and relevant legislations in relation to acceptance of advantage, i.e., the Prevention of Bribery Ordinance	83.12	2.60	85.71	14.29
	79	禁止董事會和功能委員會的成員及職員在未經授權人員批准的情況下，收受與他們有公事往來的人士所提供的利益 Prohibit its Board and functional committee members as well as staff from accepting	87.01	1.30	88.31	11.69

		advantages from persons with whom they have official dealings, unless with permission from designated authority				
	80	為顧及行政需要，可考慮就董事會和委員會成員及職員收受象徵式禮物，給予一般性批准，唯必須按情況及禮物性質訂定此類象徵式禮物的價值上限 Prescribe the permissible value of token gifts, by their nature and circumstances under which blanket permission may be considered for administrative convenience, Board and committee members as well as staff are allowed to accept	81.82	3.90	85.71	14.29
	81	就接受象徵式禮物以外的利益，訂定批核程序和授權人員的職級 Lay down the procedures and authority for approving an acceptance of advantage, other than token gifts	79.22	2.60	81.82	18.18
	82	訂定標準範本，用以呈報接受利益事宜及記錄管理層就處理該等禮物之決定 Devise a standard template for reporting of acceptance of advantage and documenting management decision on the disposal	76.62	0.00	76.62	23.38
	2.2.2	接受款待 Acceptance of Entertainment				
	83	提醒董事會和功能委員會成員及職員，避免接受與他們有公事往來的人士所提供的奢華或過於頻密的款待 Remind members of the Board and functional committees, and staff to avoid accepting lavish or frequent entertainment from persons with whom they have official dealings	79.22	0.00	79.22	20.78
	84	訂定指引以協助處理有關的邀請，例如就接受款待事宜訂立清晰政策，包括由指定人員批核員工就接受款待的事先申請，以及在未能取得事先批准的情況下已接受款待的事後申報 Devise guidelines to help handle related invitations, e.g., laying down clear policy on acceptance of entertainment including the designated authority for seeking prior approval or subsequent reporting of those offers where approval cannot be obtained beforehand	77.92	0.00	77.92	22.08

2.2.3 利益衝突 Conflict of Interest						
85	規定董事會及功能委員會成員、職員和參與決策的人士，例如被委任為運動員遴選委員會成員的教練，迴避及申報任何實際或被視為利益衝突的情況 Require Board and functional committee members, staff and persons who are involved in related decision-making process, such as coaches appointed to the athlete selection committee, to avoid and declare any actual or perceived conflict of interest	90.91	2.60	93.51	6.49	
86	訂立申報利益衝突的機制，包括申報制度、申報方式、向誰申報等 Formulate a mechanism for declaring conflict of interest, including reporting system, mode of declaration, and line of reporting, etc.	84.42	3.90	88.31	11.69	
87	訂定利益衝突的指引，列明就已申報的利益衝突應採取的跟進行動，例如禁止已申報利益衝突的董事會成員參與決策過程 Set out guidelines for actions to be taken to mitigate the declared conflict, such as prohibiting a Board member having a declared interest from taking part in the related decision-making process	89.61	2.60	92.21	7.79	
88	訂定標準表格，用作申報利益及記錄所採取之行動 Devise a standard form for the declaration of conflict of interest as well as documentation of actions taken	83.12	1.30	84.42	15.58	
89	確保所有申報事宜及跟進行動均記錄在案，以便監察 Ensure that all declarations and subsequent actions taken are properly maintained and subject to scrutiny	22.08	10.39	32.47	67.53	
2.2.4 遵守紀律守則 Comply with the Code of Conduct						
90	說明違反守則的紀律處分，例如警告、撤職等 Specify the disciplinary sanctions against breaches of the Code, such as warnings, and/or dismissals, etc.	29.87	53.25	83.12	16.88	
91	指派一名高級職員專責處理查詢及違反誠信的舉報 Designate an officer of senior level to handle	10.39	7.79	18.18	81.82	

		enquiries and reports of non-compliance				
<i>Average Percentage of Section 2.2</i>			67.45	6.82	74.27	25.73
2.3	建立及深化誠信意識 Integrity Awareness Building and Entrenchment					
	92	為新委任董事會成員（包括功能委員會成員和增選委員）及職員舉辦講座，使他們熟悉紀律守則及反貪法例 Conduct capacity building sessions for newly appointed Board members (including functional committee members and co-opt members) and staff to familiarize them with the Code and related legislations on anti-corruption	9.09	9.09	18.18	81.82
	93	為現任董事會成員及職員安排進修講座，讓他們溫故知新，時刻保持警覺，守法持廉 Arrange refresher sessions for serving Board members and staff to sustain their vigilance on integrity	5.19	7.79	12.99	87.01
	94	定期檢討誠信管治策略，確保有關策略配合法例、社會和機構本身的轉變 Review the integrity management strategy from time to time to tie in with the changes in the legal framework, as well as the social and organizational environment	11.69	3.90	15.58	84.42
<i>Average Percentage of Section 2.3</i>			8.66	6.93	15.58	84.42
<i>Average Percentage of Area 2</i>			61.22	6.02	67.24	32.76

[三] 選拔運動員 Selection of Athletes

3.1 選拔運動員的基本原則 Fundamental Principles in Athlete Selection						
	95	以平等機會和公平競爭作為選拔運動員的核心價值 Promulgate the core values of equal opportunities and fair competition in athlete selection	79.22	2.60	81.82	18.18
	96	給予運動員均等和充分的機會，以展示實力，爭取入選，並在賽事中達到體育總會的指定目標 Allow athletes fair and full opportunity to display their worthiness for selection and to fulfill the aims of the organization at the competition	27.27	6.49	33.77	66.23
	97	確保遴選過程和與遴選有關的資料透明公開，並適時發放該等資料 Ensure transparency in respect of the information about the selection and the selection process, and timeliness in the dissemination of the information	48.05	15.58	63.64	36.36
	98	在遴選過程中堅守不偏不倚的原則，包括訂定機制以申報實際或被視為利益衝突的情況，並就跟進該等申報應採取的行動發出指引 Uphold the principle of impartiality in the selection process, including the formulation of a mechanism for declaring conflict of interest, actual or perceived, and the guidelines for taking appropriate actions following the declaration	76.62	1.30	77.92	22.08
Average Percentage of Section 3.1			57.79	6.49	64.29	35.71
3.2 遴選政策 Selection Policy						
	99	公開承諾在遴選過程中恪守誠信及遵守各項基本原則 Make a public statement of commitment to ethical practices in athlete selection and compliance with the fundamental principles in athlete selection	79.22	0.00	79.22	20.78
	100	就每項及／或每類活動和賽事訂下目標或目的，例如培育第二梯隊運動員參加適合其程度的錦標賽，以及挑選獲獎機會最高的運動員參加奧運會、亞洲運動會等世界級賽事	24.68	14.29	38.96	61.04

		Formulate the objective(s) or target(s) for each and/or each type of event and competition, such as nurturing second-tier athletes in championship events corresponding to their levels, and selecting the best hopefuls for competing in world-class competitions, such as the Olympic Games and Asian Games, etc.				
	101	決定遴選方法，例如舉行選拔比賽、參考教練評估，或綜合各種方法 Determine the selection method, e.g., selection trials, and coach assessment, or a combination of methods	76.62	15.58	92.21	7.79
	102	訂定遴選政策 Map out the selection policy	58.44	7.79	66.23	33.77
	103	訂定遴選準則 Map out a set of selection criteria	77.92	14.29	92.21	7.79
	104	訂定遴選程序 Map out the selection procedures	63.64	16.88	80.52	19.48
	105	公布遴選政策 Publicize the selection policy	53.25	6.49	59.74	40.26
	106	公布遴選準則 Publicize the selection criteria	75.32	11.69	87.01	12.99
	107	公布遴選程序 Publicize the selection procedures	62.34	14.29	76.62	23.38
<i>Average Percentage of Section 3.2</i>			<i>63.49</i>	<i>11.26</i>	<i>74.75</i>	<i>25.25</i>
3.3	遴選委員會 Selection Committee					
	108	成立遴選委員會以監察運動員的選拔過程，根據遴選政策，就個別比賽擬定遴選準則與方法，並訂定遴選程序 Establish a Selection Committee to monitor the athlete selection and implement the selection policy in respect of the formulation of the selection criteria and method in a particular competition, and the selection procedures	58.44	10.39	68.83	31.17
	109	訂定運動員遴選委員會的職責 Lay down the Terms of Reference of the Selection Committee	33.77	2.60	36.36	63.64
	110	訂定運動員遴選委員會的組合（如增選委員的人數及比例） Lay down the membership composition (e.g., the number and proportion of the co-opt members) of the Selection Committee	49.35	7.79	57.14	42.86

	111	訂定運動員遴選委員會成員的資歷要求 (如專業背景及專長) Lay down the membership requirements (e.g., professional background and expertise) of the Selection Committee	11.69	3.90	15.58	84.42
	112	要求運動員遴選委員會定期向董事會匯報 討論內容 Require periodic reporting on the Selection Committee's discussions to the Board	10.39	10.39	20.78	79.22
<i>Average Percentage of Section 3.3</i>			<i>32.73</i>	<i>7.01</i>	<i>39.74</i>	<i>60.26</i>
3.4	遴選準則 – 客觀與主觀準則 Selection Criteria - Objective and Subjective Criteria					
	113	擬定遴選準則，並就每項準則釐定應佔比 重 Map out a set of selection criteria and assign weighting to each criterion	19.48	54.55	74.03	25.97
	114	為客觀遴選準則設定量化標準，例如世界 排名的最低要求、表現基準等 Define the quantitative standards for objective selection criteria, such as the minimum world ranking, performance benchmarks, etc.	64.94	16.88	81.82	18.18
	115	為主觀遴選準則訂下指導性原則，以評估 運動員的能力，例如專家在考慮運動員的 心理因素、比賽成績和近期表現後對該運 動員勝出機會的評估、不同教練所作的評 價等 Lay down the guiding references for the assessment of athletes' suitability against subjective criteria, e.g., expert assessment of the athlete's winning chance having considered his psychological factor, competition results and latest performance, and collective views of coaches in respect of the athlete's potential and ability	58.44	15.58	74.03	25.97
<i>Average Percentage of Section 3.4</i>			<i>47.62</i>	<i>29.00</i>	<i>76.62</i>	<i>23.38</i>
3.5	遴選程序 Conduct of Selection					
	116	公布選拔測試的資料、名額 Publicize the information about the selection exercise and the number of places available	42.86	24.68	67.53	32.47
	117	如以過往比賽成績作為遴選依據，須公布 獲取比賽成績的合資格時期 Announce, where the selection is based on past performance, qualification period(s) for performance	64.94	3.90	68.83	31.17

	118	如以過往比賽成績作為遴選依據，須公布獲承認的賽事或項目 Announce, where the selection is based on past performance, competitions or events recognized for selection	62.34	9.09	71.43	28.57
	119	確保遴選得以妥善進行，並詳細記錄決議過程 Ensure proper conduct of the selection and comprehensive documentation of the decision-making process	11.69	15.58	27.27	72.73
	120	適時公布遴選結果 Ensure timely announcement of the selection decision	32.47	9.09	41.56	58.44
<i>Average Percentage of Section 3.5</i>			<i>42.86</i>	<i>12.46</i>	<i>55.32</i>	<i>44.68</i>
3.6	上訴機制 Appeal Mechanism					
	121	訂立上訴機制 Formulate the appeal mechanism	77.92	12.99	90.91	9.09
	122	公布上訴機制 Disseminate the appeal mechanism	74.03	12.99	87.01	12.99
	3.6.1	上訴委員會 Appeal Panel				
	123	確立上訴制度框架，包括上訴委員會的組成和權力，以及上訴程序確保委員會中有過半數成員（包括主席）沒有參與原本的遴選過程 Determine the overall appeal framework, including the formation of an Appeal Panel, powers of the Appeal Panel, and appeal procedures, etc. to ensure that more than half of the members including the panel chairman should not be involved in the original selection	35.06	36.36	71.43	28.57
	124	確立委員會的權力，例如推翻原遴選決定及／或指令重新進行遴選 Determine the powers of the Appeal Panel, e.g., powers to overrule the original selection decision, and/or to order a re-selection exercise	46.75	9.09	55.84	44.16
	3.6.2	上訴程序 Appeal Procedures				
	125	提出上訴的時限和方式（例如上訴須於遴選結果公布後的指定期限內，以書面方式向上訴委員會主席提出） State time limit and mode for lodging an appeal (e.g., an appeal shall be made in writing and addressed to the chairman of the	67.53	19.48	87.01	12.99

		Appeal Panel within a specified period following the announcement of the selection results)				
	126	提出上訴的費用（如適用） State fees, if any, for lodging an appeal set at an appropriate level	76.62	2.60	79.22	20.78
	127	確立上訴委員會的審議方式，例如書面判決或進行聆訊等 Determine the mode of deliberation by the Appeal Panel, e.g., paper-based judgement or conduct of hearing	37.66	9.09	46.75	53.25
	128	遵守聆訊的規則，如就有關聆訊的日期和地點、聆訊的程序（例如上訴人可否選擇由他本人或法律代表出席聆訊），儘早通知上訴人 Ensure compliance with the rules of proceedings, such as sufficient notice about the hearing date and venue to the appellant, hearing procedures (e.g., whether appellants may make own representation or be allowed legal representation)	11.69	3.90	15.58	84.42
	129	確定議決方式，例如以大多數或一致意見作決定 Determine the deliberation method, e.g., by a majority decision, or by consensus	7.79	1.30	9.09	90.91
	130	適時以書面方式通知上訴人和答辯人上訴結果及跟進行動 Timely notify the appellant and respondent of the outcome and the follow up actions in writing	36.36	6.49	42.86	57.14
<i>Average Percentage of Section 3.6</i>			<i>47.14</i>	<i>11.43</i>	<i>58.57</i>	<i>41.43</i>
3.7	檢討遴選政策 Review of Selection Policy					
	131	定期檢討與評估遴選政策，例如比較賽果與賽前定下的目標及／或目的，以及取得該等賽果的機制 Make it a standing practice to review and assess the selection policy, e.g., compare outcome against the objective(s) and/or target(s) of the competition, and the mechanism to achieve the outcomes	9.09	10.39	19.48	80.52
	132	建立渠道收集持份者的意見，如問卷調查、公開論壇等 Set out appropriate channels to collect feedback from stakeholders, such as	7.79	1.30	9.09	90.91

		questionnaires, and open forum inviting interactive discussion, etc.				
<i>Average Percentage of Section 3.7</i>			<i>8.44</i>	<i>5.85</i>	<i>14.29</i>	<i>85.71</i>
<i>Average Percentage of Area 3</i>			<i>47.68</i>	<i>11.51</i>	<i>59.19</i>	<i>40.81</i>

[四] 教練及裁判員的管理 Management of Coaches and Umpires

4.1 資歷及註冊機制 Qualification and Registration Mechanism						
	133	訂定教練整體結構（如資歷級別的數目、各級別的標準、獲取資歷的途徑、持續發展的要求和資歷的有效期） Formulate overall structure of coaches (e.g., number of levels, features of each level, path to qualification, continuous development, and validity duration)	58.44	10.39	68.83	31.17
	134	訂定裁判整體結構（如資歷級別的數目、各級別的標準、獲取資歷的途徑、持續發展的要求和資歷的有效期） Formulate overall structure of umpires (e.g., number of levels, features of each level, path to qualification, continuous development, and validity duration)	46.75	9.09	55.84	44.16
4.1.1 訓練課程和資歷評審 Training Course and Qualification Assessment						
	135	訓練課程的招生詳情，包括招生時間和渠道、報名資格、費用、收生機制（例如抽籤或先到先得）等 Enrolment details of the training courses, including enrolment period and channels, eligibility requirements, fees, and allocation mechanism (e.g., by ballot or first-come-first-served) etc.	45.45	33.77	79.22	20.78
	136	完成課程後的評核機制，包括課程綱要、評核模式（例如筆試、實習試，或二者兼備）、其他評核準則（例如課堂出席率）、各項準則所佔比重、可獲取資歷的最低標準、上訴機制（如適用）等 End-of-course assessment mechanism, including course syllabus, mode of assessment (e.g., written examination, practical assessment or a mix of both), other assessment criteria (e.g., course attendance rate), weightings to each assessment criterion, minimum assessment results eligible for awarding qualification, and appeal mechanism (if any) etc.	22.08	45.45	67.53	32.47
	137	適時公布收生結果及評核結果 Timely announce the list of successful enrolments and assessment results	10.39	18.18	28.57	71.43
4.1.2 註冊和續期 Registration and Renewal						

	138	登記註冊的期限、有效期和費用及任何豁免安排、註冊要求（例如須持有指定證書或資歷）和所需文件等 Registration period, validity duration of the registration, registration fee and fee-waiver arrangement, registration requirements (e.g., holder of certain certificates or qualifications), and documents required, etc.	33.77	36.36	70.13	29.87
	139	申請續期的期限和費用及任何豁免安排、續期條件（例如最少執教時數、出席認可課程的最少受訓時數及良好行為）和所需文件等 Renewal period, renewal fee and fee-waiver arrangement, renewal conditions (e.g., minimum coaching hours, minimum training hours in recognized courses, and proper conduct), and documents required, etc.	37.66	32.47	70.13	29.87
	140	申請人對遵守體育總會教練紀律守則的承諾 Undertaking by applicants to abide by NSA's Code of Conduct for coaches	36.36	9.09	45.45	54.55
	141	適時更新註冊教練和裁判員的資料庫 Timely update the database of registered coaches and umpires	40.26	23.38	63.64	36.36
	142	適時公布名單 Publicize the lists	31.17	23.38	54.55	45.45
	4.1.3	處理投訴 Handling of Complaints				
	143	各主要程序訂下服務承諾，例如開展調查程序、向高層管理人員或董事會報告的時限等 Time pledge for key steps, e.g., initiating investigation proceedings, and reporting to senior management or the Board	18.18	11.69	29.87	70.13
	144	調查模式，例如舉行聆訊或會面、由被投訴人作出書面陳述，或向其他出席課程的學員搜集資料 Mode of investigation, e.g., conduct of hearing or interview, written representation by the alleged, or collection of information from other course attendees	19.48	10.39	29.87	70.13
	145	證明屬實的投訴所採取紀律處分的指引 Guidelines for disciplinary actions against substantiated complaints	16.88	10.39	27.27	72.73
	146	就調查結果及／或紀律處分裁決的上訴機	18.18	9.09	27.27	72.73

		制 Appeal mechanism against investigation outcome and/or disciplinary action				
	147	公布投訴處理程序，包括紀律處分程序和被投訴者在過程中享有的權利（例如作出申述、就調查結果和紀律處分裁決提出上訴） Make known to coaches and umpires the complaint handling procedures, including disciplinary actions, and their rights in the process (e.g., making a representation, and appeal against investigation outcome and disciplinary action)	18.18	9.09	27.27	72.73
	148	把調查細節記錄在案，確保日後處理註冊續期時能有效地查閱有關資料 Document the investigation details to ensure efficient retrieval of information for subsequent referencing in the registration renewal exercises	11.69	3.90	15.58	84.42
	149	將調查結果於合理時限內通知投訴人和被投訴人 Notify the complainant and the alleged of the outcome within a reasonable time frame	10.39	7.79	18.18	81.82
<i>Average Percentage of Section 4.1</i>			<i>27.96</i>	<i>17.88</i>	<i>45.84</i>	<i>54.16</i>
4.2	分配教練及裁判員工作 Assignment of Coaching and Adjudicating Duties					
	150	決定並公布教練和裁判員工作的分配方式，例如公開邀請合資格人士表明承接工作的意向，或由體育總會按照服務要求，依據教練和裁判員的資歷和意向進行配對 Determine and publicize the general approach in assigning duties to coaches and umpires, e.g., open invitation for indication of interest, and mapping exercise by NSA to match service requirements with the qualification and preference of coaches and umpires	20.78	27.27	48.05	51.95
	151	適時向申請人公布工作分配的結果 Timely notify the applicants of the duty assignment results	7.79	10.39	18.18	81.82
	152	透過定期更新，確保教練和裁判員的檔期及／或承接工作意向的資料庫，載有完整和最新的資料 Ensure that the database on the availability and/or preference of coaches and umpires is	3.90	12.99	16.88	83.12

		complete and updated, say by a periodic information updating exercise				
<i>Average Percentage of Section 4.2</i>			<i>10.82</i>	<i>16.89</i>	<i>27.71</i>	<i>72.29</i>
4.3	教練授課 Coaching					
	153	訂定教練授課的實務守則 Formulate Coaches' Code of Practice when Coaching	68.83	6.49	75.32	24.68
<i>Average Percentage of Section 4.3</i>			<i>68.83</i>	<i>6.49</i>	<i>75.32</i>	<i>24.68</i>
<i>Average Percentage of Area 4</i>			<i>27.46</i>	<i>17.19</i>	<i>44.65</i>	<i>55.35</i>

[五] 會籍管理 Administration of Membership

5.1	入會事宜 Admission of Membership					
	154	決定並公布取得各種會籍的方法，如公開申請及／或由現任會員提名 Determine and publicize the modes of admission for various membership categories, e.g., open application, and/or nomination by incumbent members	88.31	7.79	96.10	3.90
	155	申請或提名期限 Application or nomination period	72.73	3.90	76.62	23.38
	156	所需文件或資料 Document or information required	66.23	18.18	84.42	15.58
	157	遞交申請或提名的渠道 Channels for submission of application or nomination	71.43	15.58	87.01	12.99
	158	決策過程，如審閱文件、觀察申請者一段時期及交由審核小組討論 Decision making process, e.g., paper vetting, observation period, and panel deliberation	46.75	19.48	66.23	33.77
	159	繳納會費的方法 Means for settlement of membership fee	68.83	10.39	79.22	20.78
	160	公布各種會籍的入會要求，如個人會員申請者的年齡、屬會會員申請者的最低會員人數要求、觀察期及費用 Publicize the admission requirements for various membership categories, e.g., age, minimum membership in an applicant club, observation period, and fees	85.71	9.09	94.81	5.19
	161	訂定並公布處理入會申請的服務承諾 Establish and publicize the time pledge for processing requests for membership admission	9.09	7.79	16.88	83.12
	162	訂定並公布評審程序，例如若屬會會員申請者須通過觀察期，訂定觀察期內受評核的範疇及相關評審標準等 Lay down and publicize the assessment procedures, including areas subject to evaluation, and standards required for each evaluation area, etc., if an applicant club is subject to an observation period before granting membership	20.78	19.48	40.26	59.74
	163	適時通知申請者有關結果及覆核機制 Timely notify applicants of the outcome of	5.19	15.58	20.78	79.22

		their admission requests and review mechanism				
<i>Average Percentage of Section 5.1</i>			<i>53.51</i>	<i>12.72</i>	<i>66.23</i>	<i>33.77</i>
5.2	暫停及終止會籍 Membership Suspension and Termination					
	164	訂定各種會籍的權利和義務，例如出席會員大會及在會上投票的權利、參加屬會聯賽的權利、遵守會規的義務等 Stipulate the rights and obligations of various categories of membership, such as rights to attend and vote at general meetings, rights to enroll in the club-based leagues, and obligation to comply with members' rules	87.01	12.99	100.00	0.00
	165	訂定可被暫停及終止會籍的情況、作出相關決定的授權人員及上訴渠道 Lay down the circumstances under which a membership may be suspended and terminated, the authority for making these decisions and the channel for appeal	70.13	23.38	93.51	6.49
	166	通知有關會員暫停及終止其會籍的程序，例如讓有關會員知悉其違反會規的詳情和答辯的權利 Make known to the member concerned the procedures for suspending and terminating membership, e.g., notifying members in detail of the breach of members' rules and rights to make representation	62.34	11.69	74.03	25.97
	167	適時通知有關會員聆訊結果，例如暫停及終止會籍的期限，或須接受嚴密監察要求 Timely notify the member concerned of the panel decision, e.g., membership suspension for a specified period of time, termination for a period of time, or subject to close monitoring	6.49	5.19	11.69	88.31
<i>Average Percentage of Section 5.2</i>			<i>56.49</i>	<i>13.32</i>	<i>69.81</i>	<i>30.19</i>
<i>Average Percentage of Area 5</i>			<i>54.36</i>	<i>12.89</i>	<i>67.25</i>	<i>32.75</i>

[六] 一般行政事務 General Administration

6.1 財務管理 Financial Management						
	168	訂定財務管理政策與程序，並規定員工須嚴格遵從 Lay down clear policies and procedures for financial management, and require strict compliance by the staff concerned	81.82	3.90	85.71	14.29
	169	列明董事會成員和高級行政人員申請發還酬酢及海外考察等開支的準則與程序 Specify the criteria and procedures for reimbursement of expenses incurred by the Board members and senior executives on entertainment, overseas visits, etc.	80.52	0.00	80.52	19.48
	170	委派獨立人員進行隨機抽查和內部審計 Appoint independent staff to conduct random checks and internal audits	6.49	55.84	62.34	37.66
	171	在每個財政年度開始時提交活動計劃和財政預算，供董事會（或財務委員會）審批；如有需要，亦應呈交財政預算給有關政府決策局或部門閱覽/批核 Produce at the beginning of each financial year a programme of activities and the budget for approval by the Board (or the Finance Committee, if one is established) and, if required, for information/endorsement by the Government bureau or department concerned	81.82	1.30	83.12	16.88
	172	指派一名高級職員審核所有預算的修訂，並向董事會匯報任何重大改動 Designate an approving authority at the senior level to consider any variation of the approved budget and require reporting to the Board of any major changes	11.69	2.60	14.29	85.71
	173	訂定公務外訪指引 Formulate general policy governing duty-related overseas trips	77.92	0.00	77.92	22.08
	174	訂定酬酢開支指引 Formulate policies governing entertainment expenditure	77.92	0.00	77.92	22.08
	175	訂定各項活動或服務的收費類別及處理指引 Set the levels of fees or charges for different	81.82	0.00	81.82	18.18

		types of activities or services and their handling guidelines				
	176	定期向董事會或財務委員會呈交財務報告 Make periodic financial reporting to the Board or its Finance Committee	41.56	33.77	75.32	24.68
	177	委任專業核數師為機構進行年度審計 Appoint a professional accountant to conduct annual financial audit	92.21	0.00	92.21	7.79
	178	只有獲授權人士可按「有需要知情」原則，取閱機密或專有資料 Access to classified or privilege information should be restricted to authorized persons and on a need-to-know basis.	75.32	1.30	76.62	23.38
	179	能影響決策過程的重要資訊，應絕對保密 Information which has a bearing on the decision-making process should be kept in strict confidence	74.03	0.00	74.03	25.97
	180	不應讓個別員工單獨控制整個工作過程，應盡量分工，以便員工互相監察 No single officer should be allowed to control the entire process from start to end. Cross-monitoring by segregation of duties should be provided as far as possible	79.22	0.00	79.22	20.78
	181	透過例行檢查和隨機抽查，偵察和阻嚇包庇行為 Connivance in the operations could be deterred and detected through routine and random checks	80.52	0.00	80.52	19.48
	182	備存妥善記錄、一切收據、賬目或文件，以便日後有需要時追查和問責 Proper documentation of records, receipts, accounts or documents serves as the source to ensure traceability and accountability	93.51	1.30	94.81	5.19
	183	提醒員工遵守《防止賄賂條例》 Remind employees to observe the Prevention of Bribery Ordinance	80.52	0.00	80.52	19.48
<i>Average Percentage of Section 6.1</i>			<i>69.81</i>	<i>6.25</i>	<i>76.06</i>	<i>23.94</i>
6.2	採購 Procurement					
	184	邀請足夠數量的投標者報價，讓其提出最具競爭力的報價單或標書 Sufficient bidders should be invited and allowed to make their best competitive offer or bid	87.01	0.00	87.01	12.99
	185	所有投標者均可公平競爭	85.71	0.00	85.71	14.29

		A level playing platform should be in place for all bidders				
	186	參與投標活動的供應商，均應享有同等機會獲悉一切相關的要求和資訊，如所需產品或服務的規格、截標日期等 All requirements and information pertaining to the bidding exercise should be equally accessible by all bidders concerned. Examples are generic product or service specifications, deadline for bid submission	85.71	0.00	85.71	14.29
	187	按照康樂及文化事務署的要求訂定一套標準採購程序，以確保整個機構不論以外間資助或機構內部資金進行採購時均採用相同的程序 Adopt a set of standard procurement procedures, no less stringent than the requirements of LCSD, to ensure consistency in practice (i.e., the same set of procedures for procurement using government subvention or the NSA's own fund)	83.12	1.30	84.42	15.58
	188	訂定不同價值採購的審批人員及採購方法（如以公開招標方式進行較高金額的採購，以局限性招標方式進行指定金額以下的小型採購） Specify the approving authorities and the procurement methods for purchases of different values (e.g., open tendering for purchases of significant value or restricted tendering for minor purchases of specified amounts)	88.31	0.00	88.31	11.69
	189	訂定採用單一報價或招標的審批人員（大額採購應盡可能由小組審批），並要求有關職員以書面提出理據 Specify the approving authorities for purchases by single source quotation or tender (preferably by a panel in case of high value purchases) and require the staff concerned to give justifications in writing	87.01	0.00	87.01	12.99
	190	只有獲授權人士可按「有需要知情」原則，取閱機密或專有資料 Access to classified or privilege information should be restricted to authorized persons and on a need-to-know basis	87.01	0.00	87.01	12.99

	191	能影響決策過程的重要資訊，如投標價格，應絕對保密 Information which has a bearing on the decision-making process should be kept in strict confidence, such as bid price	87.01	0.00	87.01	12.99
	192	不應讓個別員工單獨控制整個工作過程，應盡量分工，以便員工互相監察 No single officer should be allowed to control the entire process from start to end. Cross-monitoring by segregation of duties should be provided as far as possible	87.01	0.00	87.01	12.99
	193	透過例行檢查和隨機抽查，偵察和阻嚇包庇行為 Connivance in the operations could be deterred and detected through routine and random checks	83.12	0.00	83.12	16.88
	194	備存妥善記錄、一切收據、賬目或文件，以便日後有需要時追查和問責 Proper documentation of records, receipts, accounts or documents serves as the source to ensure traceability and accountability	90.91	0.00	90.91	9.09
	195	提醒員工遵守《防止賄賂條例》 Remind employees to observe the Prevention of Bribery Ordinance	80.52	0.00	80.52	19.48
<i>Average Percentage of Section 6.2</i>			<i>86.04</i>	<i>0.11</i>	<i>86.15</i>	<i>13.85</i>
6.3	人事管理 Staff Administration					
	6.3.1	一般措施 General Controls				
	196	制訂人事管理指引，如薪酬、招聘、工作表現、評估、任免規則及紀律事宜，將有關政策及規則向所有員工公布，並應定期檢討及更新 Formulate and make known to all staff the policies and guidelines for staff administration, such as remuneration, recruitment, appraisals, appointment and discipline, etc. and conduct periodic review and update	80.52	0.00	80.52	19.48
	197	根據政府的資助規例（如適用），訂定每個職位的職務、關鍵才能要求、工時及其他表現指標 Set out the duties, core competency, working hours and other performance indicators for each post, in line with any government subvention rules where	80.52	0.00	80.52	19.48

		appropriate				
	198	規定人力資源部門或人事管理職員須經常更新人事紀錄，並只准授權人員存取或閱覽 Require the HR department or the personnel staff to maintain up-to-date records of individual staff members, with restricted access to authorized persons only	74.03	0.00	74.03	25.97
	199	在僱傭合約中規定員工必須遵守機構的紀律守則，並向新職員派發該守則 Include in the employment contracts a standard clause requiring the staff to comply with the NSA's Code of Conduct, and issue to each staff member a copy of the Code upon appointment.	80.52	0.00	80.52	19.48
	200	舉辦培訓班加強員工的防貪意識 Organize capacity building sessions for the staff to raise their corruption prevention awareness	6.49	3.90	10.39	89.61
	201	只有獲授權人士可按「有需要知情」原則，取閱機密或專有資料 Access to classified or privilege information should be restricted to authorized persons and on a need-to-know basis	77.92	0.00	77.92	22.08
	202	能影響決策過程的重要資訊如面試內容，應絕對保密 Information which has a bearing on the decision-making process should be kept in strict confidence, such as interview content	76.62	0.00	76.62	23.38
	203	委派高級主管透過例行檢查和隨機抽查，偵察和阻嚇包庇行為 Connivance in the operations could be deterred and detected through spot check routine and random checks by more senior supervisors	1.30	2.60	3.90	96.10
	204	備存妥善記錄和文件，以便日後有需要時追查和問責 Proper documentation and documents serve as the source to ensure traceability and accountability	80.52	0.00	80.52	19.48
	205	提醒員工遵守《防止賄賂條例》 Remind employees to observe the Prevention of Bribery Ordinance	80.52	0.00	80.52	19.48
	6.3.2	招聘程序 Recruitment				

206	所有招聘和解僱事宜須由人力資源部門或人事管理職員處理 Make sure all staff recruitments and dismissals are handled through the HR department or personnel staff	80.52	0.00	80.52	19.48
207	有關機構招聘和解僱員工的決定及條款，須由適當職級的職員負責；如涉及高層行政人員的聘任，則須由董事會決定 Ensure that decisions for hiring and firing and the terms are made by staff at the appropriate level, involving the Board in the case of senior executives	80.52	0.00	80.52	19.48
208	要求有份參與招聘工作的職員申報利益衝突（例如與應徵者的私人關係）。如接獲利益衝突的申報，應盡量安排其他職員處理有關招聘工作；若必須參考該職員的專業意見，則應要求該職員避免在甄選過程中參與決策 Require the staff involved in the recruitment process to declare conflict of interest (e.g., personal relationship with a candidate) and, upon receiving such a declaration, assign the job to a different person or, if his technical input is necessary, require him to abstain from taking part in the decision-making process	18.18	61.04	79.22	20.78
209	在進行公開招聘時，應列明職位的工作範圍及要求資歷和經驗，並由指定的高級職員批核；如聘請高層行政職位，則須由董事會或有關委員會批核 Lay down the job description, qualification and experience required of the post open for recruitment, to be endorsed by a designated senior staff member or the Board/committee for recruitment of senior executives	80.52	0.00	80.52	19.48
210	招聘程序應公開進行（如在報章及機構網站刊登廣告） Conduct open recruitment exercises (e.g., through advertisements in newspapers and the NSA's website)	80.52	0.00	80.52	19.48
211	人力資源部門或指定的董事會成員/職員須根據既定的準則篩選應徵者，然後將合資格人士列入候選名單 Require the HR department or the	12.99	1.30	14.29	85.71

		designated Board members/staff to screen and, if necessary, shortlist all applicants according to the laid down criteria				
	212	委任一名沒有參與招聘工作的職員覆核每份入選及落選申請，確保篩選過程符合既定的準則 Assign a staff member not involved in the recruitment exercise to review all screened-in and screened-out applications to ensure compliance with the laid down criteria	2.60	2.60	5.19	94.81
	213	設立甄選委員會，成員包括兩位或以上招聘部門和人力資源部門的管理級人員（或指定的董事會成員/職員），負責進行面試、評審和甄選應徵者的工作 Appoint a recruitment panel (comprising two or more managerial staff of the user and HR department or the designated Board member/staff) to conduct interviews, assessment and selection of candidates	80.52	0.00	80.52	19.48
	214	事先釐定甄選準則，並禁止在面試過程中更改準則，以免被視為偏幫個別應徵者 Pre-determine the selection criteria and prohibit modifications to the criteria during the interview process which may be perceived as attempts to favor a particular candidate	79.22	0.00	79.22	20.78
	215	若容許董事會成員或職員介紹應徵者，則規定該成員或職員須申報與其推介的應徵者的關係 Require Board members or the staff to declare their relationship with the candidates they referred to the NSA at the outset (if the practice of making referrals of candidates is permissible)	80.52	0.00	80.52	19.48
	216	使用特定的評核表格，記錄每名應徵者的評審結果 Document the assessment of each candidate, preferably using a form designed for this purpose	80.52	0.00	80.52	19.48
	217	備存妥善記錄，以便日後有需要時追查和問責 Proper documentation serves as the source to ensure traceability and accountability	79.22	0.00	79.22	20.78
	6.3.3	薪酬與福利 Remuneration and Staff Benefits				

218	<p>根據政府的資助規例或資助團體訂定的指引，釐訂每個職位的薪酬範圍，並由董事會批核</p> <p>Lay down the salary scales for all posts, following the guidelines from the government or sponsoring bodies, and seeking endorsement from the Board</p>	79.22	1.30	80.52	19.48
219	<p>若個別員工的待遇比既定的薪酬及福利條件優厚，須由指定的高級職員批核（並向董事會匯報）。若涉及高層行政人員的待遇條件，則須由董事會/委員會批核。如有需要，亦應呈交有關資助團體審批</p> <p>Require any offer exceeding the specified remuneration packages to be approved by a designated senior executive (who should report such cases to the Board) or the Board/committee in the case of senior executives, as well as the sponsoring bodies where appropriate</p>	9.09	5.19	14.29	85.71
220	<p>訂定調整薪酬和發放非標準薪金（如年終花紅）的準則和機制</p> <p>Lay down the criteria and mechanism for salary adjustments and determination of any non-standard payments (e.g., year-end bonus)</p>	80.52	0.00	80.52	19.48
221	<p>向員工公布其他福利（如培訓津貼）的詳情，包括申領準則及程序</p> <p>Make known to the staff any other benefits available (e.g., training subsidies), the eligibility criteria, and procedures for application</p>	80.52	0.00	80.52	19.48
222	<p>規定員工薪酬、非標準薪金和其他福利的調整須得到高層管理人員的批核（涉及高層人員的調整則須得到董事會/委員會的批核），及按需要呈交資助團體審批</p> <p>Require any adjustment of staff salaries, non-standard payments and other benefits to be approved by the senior management (or the Board/committee for senior executives) and the sponsoring bodies where appropriate</p>	11.69	3.90	15.58	84.42
223	<p>如員工福利是按限額分配，則須採用公平的機制進行分配（如抽籤或按年資計分等）</p> <p>Adopt a fair allocation mechanism (e.g., by</p>	79.22	0.00	79.22	20.78

		ballot or a scoring system based on years of service, etc.) if allocation of staff benefits is subject to a quota				
	224	妥善管理機構的強制性公積金計劃，並確保準時繳付供款 Ensure the Mandatory Provident Fund schemes are properly administered and payments correctly made	80.52	0.00	80.52	19.48
	6.3.4	工作表現評核與紀律處分 Performance Appraisal and Disciplinary Action				
	225	訂定每個職位所要求的關鍵才能要求和職務範圍，並向員工公布 Lay down and make known to all staff the core competence requirements and job duties of each post	80.52	0.00	80.52	19.48
	226	按照不同職級的關鍵才能要求制訂標準工作表現評核表格 Design standard appraisal forms for use based on the core competence	79.22	1.30	80.52	19.48
	227	規定員工的表現評核報告須由直屬上司撰寫，並由更高級的職員或小組/部門主管加簽 Require appraisal reports to be made by the immediate supervisor and counter- signed by a more senior staff member or the unit/department head	80.52	0.00	80.52	19.48
	228	讓員工閱讀其表現評核報告及與上司面談，有需要時員工可與更高級職員會面 Allow the staff to read their appraisal reports and to be interviewed by the supervisor or more senior staff as necessary	12.99	6.49	19.48	80.52
	229	訂定對不當或違規行為的紀律處分，並向員工公布有關政策 Lay down the disciplinary actions that may be taken in respect of misconduct or breaches of discipline, and make the policy known to all staff	27.27	3.90	31.17	68.83
	230	制訂紀律處分程序，供有關部門的高層管理人員和人力資源部門共同執行，並規定所有處分個案必須向董事會/委員會匯報 Establish the procedures for taking disciplinary actions, which should involve both the senior management of the unit concerned and the HR department, and report such cases to the Board/committee for	15.58	5.19	20.78	79.22

		information				
	231	設立獨立的渠道讓感到受屈的員工作出投訴，並訂定處理投訴的程序（如成立檢討委員會） Establish an independent channel for complaints by aggrieved staff, and lay down the procedures for review of complaint cases (e.g., forming a panel for the review)	7.79	11.69	19.48	80.52
<i>Average Percentage of Section 6.3</i>			<i>58.87</i>	<i>3.07</i>	<i>61.94</i>	<i>38.06</i>
6.4	其他 Others					
	232	遵守奧林匹克憲章 Comply with Olympic Charter	9.09	2.60	11.69	88.31
	233	遵守國際奧林匹克委員會道德守則 Comply with International Olympic Committee Code of Ethics	10.39	1.30	11.69	88.31
	234	遵守中國香港體育協會暨奧林匹克委員會組織章程細則 Comply with the Articles of Association of Sports Federation & Olympic Committee of Hong Kong, China	14.29	10.39	24.68	75.32
	235	遵守國際體育聯會守則（如適用） Comply with the Code of International Federation (if applicable)	33.77	5.19	38.96	61.04
	236	遵守亞洲體育聯會守則（如適用） Comply with the Code of Asian Federation (if applicable)	16.88	9.09	25.97	74.03
	237	訂定平等機會政策 (a) 性別 (b) 殘疾 (c) 家庭崗位 (d) 種族 Formulate Equal Opportunities policy (a) Sex (b) Disability (c) Family Status (d) Race	10.39	3.90	14.29	85.71
	238	訂定平等機會的實務守則 Formulate Code of Practice on Equal Opportunities	6.49	2.60	9.09	90.91
	239	訂定防止性騷擾政策 Formulate Prevention of Sexual Harassment Policy	85.71	1.30	87.01	12.99
	240	訂定防止性騷擾的實務守則 Formulate Code of Practice on Prevention of Sexual Harassment	85.71	1.30	87.01	12.99
	241	訂定防止虐待兒童政策 Formulate Prevention of Child Abuse Policy	16.88	1.30	18.18	81.82
	242	訂定防止虐待兒童的實務守則 Formulate Code of Practice on Prevention of	16.88	1.30	18.18	81.82

		Child Abuse				
	243	訂定處理一般公眾投訴守則及程序 Formulate Code of Practice and Procedures for Handling Public Complaints	25.97	2.60	28.57	71.43
		<i>Average Percentage of Section 6.4</i>	<i>27.71</i>	<i>3.57</i>	<i>31.28</i>	<i>68.72</i>
		<i>Average Percentage of Area 6</i>	<i>60.54</i>	<i>3.35</i>	<i>63.89</i>	<i>36.11</i>
		<i>Average Percentage of All Six Areas</i>	<i>49.70</i>	<i>8.40</i>	<i>58.10</i>	<i>41.90</i>

*Remarks: F = Fully Implemented;
P = Partially Implemented;
F+P = Fully + Partially Implemented; and
N = Not Implemented

Annex 3 Full Review Result Data (Breakdown of Six Areas) by LCSD Subvention

		Amount of Government Subvention in HK\$ (No. of NSAs/SOs)					
		Nil (17)	1 to 5M (17)	5M to 10M (25)	10M to 15M (9)	15M to 20M (7)	over 20M (2)
All Six Areas	F*	30.11%	54.97%	53.10%	60.22%	57.55%	53.91%
	P*	5.69%	8.50%	9.34%	9.78%	10.23%	6.58%
	F+P*	35.80%	63.47%	62.44%	70.00%	67.78%	60.49%
	N*	64.20%	36.53%	37.56%	30.00%	32.22%	39.51%
Area 1 Board Governance	F	34.65%	41.99%	41.22%	51.70%	45.24%	35.42%
	P	7.92%	8.91%	10.06%	9.57%	11.51%	9.72%
	F+P	42.57%	50.90%	51.28%	61.27%	56.75%	45.14%
	N	57.43%	49.10%	48.72%	38.73%	43.25%	54.86%
Area 2 Integrity Management	F	39.04%	65.24%	65.45%	69.19%	75.33%	77.27%
	P	4.81%	6.95%	5.82%	7.58%	7.14%	0.00%
	F+P	43.85%	72.19%	71.27%	76.77%	82.47%	77.27%
	N	56.15%	27.81%	28.73%	23.23%	17.53%	22.73%
Area 3 Selection of Athletes	F	35.76%	56.04%	47.69%	55.85%	49.25%	35.53%
	P	6.50%	11.45%	14.63%	10.82%	14.66%	7.89%
	F+P	42.26%	67.49%	62.32%	66.67%	63.91%	43.42%
	N	57.74%	32.51%	37.68%	33.33%	36.09%	56.58%

		Amount of Government Subvention in HK\$ (No. of NSAs/SOs)					
		Nil (17)	1 to 5M (17)	5M to 10M (25)	10M to 15M (9)	15M to 20M (7)	over 20M (2)
Area 4 Management of Coaches and Umpires	F	14.01%	28.85%	29.91%	29.63%	40.13%	45.24%
	P	10.64%	17.37%	16.95%	27.51%	21.77%	11.90%
	F+P	24.65%	46.22%	46.86%	57.14%	61.90%	57.14%
	N	75.35%	53.78%	53.14%	42.86%	38.10%	42.86%
Area 5 Administration of Membership	F	54.63%	58.40%	51.43%	63.49%	48.98%	32.14%
	P	9.66%	10.09%	16.00%	13.49%	14.29%	17.86%
	F+P	64.29%	68.49%	67.43%	76.98%	63.27%	50.00%
	N	35.71%	31.51%	32.57%	23.02%	36.73%	50.00%
Area 6 General Administration	F	20.36%	70.36%	70.21%	75.73%	74.62%	80.26%
	P	1.31%	4.33%	3.68%	4.53%	3.76%	1.32%
	F+P	21.67%	74.69%	73.89%	80.26%	78.38%	81.58%
	N	78.33%	25.31%	26.11%	19.74%	21.62%	18.42%

*Remarks: F = Fully Implemented;
P = Partially Implemented;
F+P = Fully + Partially Implemented; and
N = Not Implemented

Annex 4 Full Review Result Data (Breakdown of Six Areas) by Number of Salaried Staff

		No. of Salaried Staff (No. of NSAs/SOs)				
		Nil (7)	1 to 5 (30)	6 to 10 (23)	11 to 20 (11)	over 20 (6)
All Six Areas	F*	30.75%	45.34%	55.16%	55.11%	62.76%
	P*	5.52%	7.87%	9.27%	8.79%	10.42%
	F+P*	36.27%	53.21%	64.43%	63.90%	73.18%
	N*	63.73%	46.79%	35.57%	36.10%	26.82%
Area 1 Board Governance	F	31.35%	37.41%	45.29%	42.04%	56.71%
	P	7.94%	9.07%	9.60%	9.85%	11.11%
	F+P	39.29%	46.48%	54.89%	51.89%	67.82%
	N	60.71%	53.52%	45.11%	48.11%	32.18%
Area 2 Integrity Management	F	44.16%	55.15%	65.22%	70.25%	79.55%
	P	6.49%	5.15%	6.12%	7.44%	6.81%
	F+P	50.65%	60.30%	71.34%	77.69%	86.36%
	N	49.35%	39.70%	28.66%	22.31%	13.64%
Area 3 Selection of Athletes	F	37.59%	46.67%	52.63%	43.31%	53.51%
	P	6.77%	11.05%	12.82%	11.00%	15.35%
	F+P	44.36%	57.72%	65.45%	54.31%	68.86%
	N	55.64%	42.28%	34.55%	45.69%	31.14%

		No. of Salaried Staff (No. of NSAs/SOs)				
		Nil (7)	1 to 5 (30)	6 to 10 (23)	11 to 20 (11)	over 20 (6)
Area 4 Management of Coaches and Umpires	F*	20.41%	20.79%	32.09%	38.96%	30.16%
	P*	8.16%	14.45%	20.71%	20.35%	22.22%
	F+P*	28.57%	35.24%	52.80%	59.31%	52.38%
	N*	71.43%	64.76%	47.20%	40.69%	47.62%
Area 5 Administration of Membership	F	52.04%	51.90%	58.39%	52.60%	57.14%
	P	8.16%	13.58%	13.04%	13.63%	13.10%
	F+P	60.20%	65.48%	71.43%	66.23%	70.24%
	N	39.80%	34.52%	28.57%	33.77%	29.76%
Area 6 General Administration	F	21.80%	54.91%	68.65%	73.92%	78.29%
	P	1.13%	3.07%	4.23%	2.99%	4.60%
	F+P	22.93%	57.98%	72.88%	76.91%	82.89%
	N	77.07%	42.02%	27.12%	23.09%	17.11%

*Remarks: F = Fully Implemented;
P = Partially Implemented;
F+P = Fully + Partially Implemented; and
N = Not Implemented