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WORKFORCE ENGAGEMENT SURVEY GUIDANCE DOCUMENT

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INTRODUCTION

UNDERSTANDING YOUR WORKFORCE

Workforce engagement surveys can be a valuable asset to organisations within the sport and physical activity sector. They provide an overview of the health of an organisation based on the feedback of employees at any given point in time.

Conducting regular surveys and systematically using standardised questions on an annual basis (or more regularly if you wish) will enable you to take an insight-led approach to supporting your workforce by understanding employee attitudes, motivations and satisfaction levels.

Once you have measured employee engagement you can create an action plan in order to assess areas of strength and opportunities for improving engagement in your organisation.

This guidance is designed for sport and physical activity organisations to develop their own workforce survey so you can:

- Find out more about your employees and their experience of working in your organisation
- Help understand what motivates your employees
- Gather insight to inform your approach to recruiting, managing and supporting your employees
- Create an overview of survey results and an action plan which you can communicate back to your employees and put into action

Completing a workforce and volunteer survey is a requirement of the Code for Sports Governance for Tier Three organisations. This guidance has been designed to help organisations to meet requirement 3.5 of the Code, which was developed to help organisations better understand their workforce.

ALREADY DO A WORKFORCE ENGAGEMENT SURVEY?

We recognise that many organisations conduct staff surveys already and may have been doing so for many years. This guide has been designed to help all organisations build a better understanding of their workforce; whether with advice on how to design a survey or encouraging reflection on what you already ask, we hope this guide will help to maximise the value and impact of any engagement organisations are undertaking with their staff.

It is important that any survey meets your organisational needs and we are not seeking to duplicate efforts which may already be underway within your organisation. However, for the purposes of standardisation and sector-wide analysis, Sport England has identified a small handful of questions which we would like all organisations to ask their workforce. If you already conduct a staff survey, we would ask that you incorporate into it these topline questions which can either be in addition to, or in place of, any questions you may currently ask. These can be found in the [question survey bank](#) and are highlighted in red and with an asterix.

If you have recently conducted a staff survey, please share with us as much data and insights as possible. We would ask that any future surveys incorporate the topline questions, as highlighted above.

SHARING YOUR DATA

The Code also requires organisations to share topline, anonymised, data from the survey with Sport England and to act on the results by communicating clearly to their employees what the survey has shown and actions they plan to take.

The data we receive will provide Sport England for the first time with an invaluable opportunity to gain a robust understanding of the sector's workforce, identify common themes and allow comparisons between organisations

in the form of national benchmarks. Most importantly, it will inform the development of the support we offer to you and your staff.

To assist with this, we have developed a template which we would encourage you to use to share your data with us. This will ensure that you are providing the right data in the correct format, removing any chance of sharing data that risks the anonymity of the respondents. The template includes guidance on how to complete it and it can be found [here](#).

We will collate this data once a year in November and therefore we would ask that **data is submitted by the end of October at the latest**. We will send notification each year on the specific dates for that year.

HOW TO USE THIS GUIDANCE

- > This guidance is a mix of recommendations and tips to help you run a good survey for your workforce, and some things you need to consider, such as how you will meet the legal requirements for storing data.
- > Supporting this guide are a [bank of sample questions](#) for you to use. This document outlines the six areas covered in the workforce survey question bank.
- > The [Sport England Guide to Research](#) provides detailed guidance on good practice and the principles of high-quality research which should underpin your approach.
- > In addition to this document, which focuses on paid workforce, Sport England have created a [Volunteer Survey Guidance](#) which has guidance and sample questions to help you to better understand and support your volunteers. For more information contact the volunteering team at: volunteering@sportengland.org, or click [here](#).

PLANNING YOUR SURVEY

GET THINGS RIGHT FROM THE VERY START

As a starting point we would encourage you to think about what you are looking to achieve through the survey, for example:

- What do people most value about your organisation? How could understanding this support you with recruitment and/or retention?
- Are you seeking to learn about the challenges and frustrations of people within your organisation and use the learning to create an action plan?
- How diverse is your employee base? Could the findings support you to identify inequalities, how to address these and gain benefits from more diverse skillsets and backgrounds?

It is generally recommended that in order to get the best results on a survey they should take no longer than 7-8 minutes to complete. It is worth testing how long it takes to complete your survey before you release it to staff.

Online surveys can be run through a variety of free or standard software packages. Alternatively, there are other platforms with a variety of subscription rates which allow you to do different things with the design of your surveys, such as direct people to particular sections depending on their answers.

The [Sport England Guide to Research](#) contains useful tips and recommendations to support you with developing your survey.

TIME AND EXPERTISE

Your approach to the survey needs to be based on your research objectives but also on the time, skills and expertise you have available.

Think about your organisation's ability to analyse the results and ensure you only ask questions that you can do something with. For example, getting a lot of responses to an open-ended question can be time consuming to analyse, whereas basic descriptive figures can still provide valuable insights. Think carefully about the best methodology to use. Chapter 2 of our [Guide to Research](#) gives useful descriptions of the pros and cons of different methodologies, while page 29 looks at how to choose the best approach.



SAMPLE SURVEY QUESTIONS

USE OUR BANK OF SAMPLE QUESTIONS TO DEVELOP YOUR SURVEY

We have developed a [bank of sample questions](#) to support you to create your workforce survey. It includes six separate sections and is designed to be used flexibly.

You can pick and choose questions from the list and should select questions which will help you meet the objectives of your organisation, as well as reporting and evaluation requirements from funders. In addition to this you may have additional questions to add in of your own.

Sport England has identified a handful of questions which we would like all organisations to ask their workforce. To ensure the data provided to us is standardised and therefore the analysis opportunities maximised, you will need to include all sample questions which are marked with asterisks in the bank of survey questions in each annual survey. Please ensure the wording and measures are kept exactly as they are. And while the Code requires you to provide topline data to Sport England, we would encourage you to share as much data as you can with us.

Providing Sport England with this information will help us to answer questions such as:

- What are the current demographics of employees in sport sector organisations?
- What is the feedback from employees?

- As a sector, what are our areas of strength and areas to focus on?
- What can we do to help organisations to support and develop their employees?

We have compiled some guidance over the next few pages on the types of topics you might want to ask questions about and how you could utilise this insight.

SECTION 1: THE ORGANISATION

Within this section we have included questions centred around gauging your employees feedback linked to the organisation, culture, teams, leadership and management.

The culture of a workforce steers the way employees behave amongst themselves as well as with people outside of the organisation. Teams, management and leaders have important roles to play in creating and upholding their organisation's culture. No two organisations will have the same culture, it is the culture of an organisation which makes it distinct from others.

The insight from these questions may help you to:

- Identify areas of strength linked to your organisational culture – understanding strengths can help in a variety of ways, from recruiting new staff members to getting the best out of each team member.

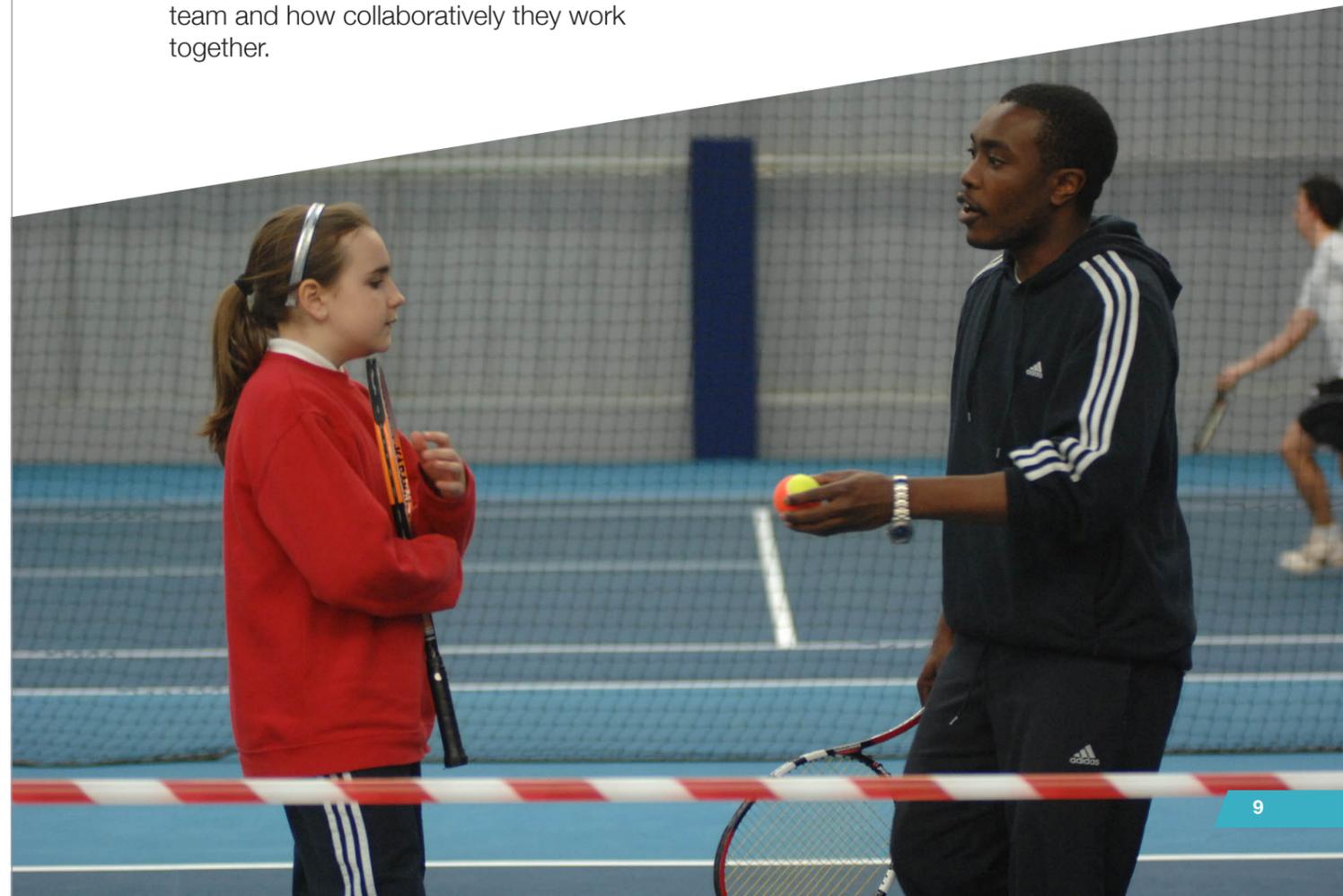
- Use benchmarks to identify cultural changes/shifts over time.
- Identify how you may wish to work with your employees to develop/change the cultural rules or norms by which you operate.
- Understand the level of confidence your workforce has in your senior leadership and their values and principles.

SECTION 2: YOUR TEAM

This section will help you understand how employees engage within their teams, how connected they feel to that team and how collaboratively they work together.

It will also provide an understanding of the relationship people have with their managers, including how supported they feel, levels of confidence in their manager and how they feel their performance is managed.

These questions are designed to help you understand how effectively your employees work together and to identify any issues within teams which may be affecting morale or productivity.



SAMPLE SURVEY QUESTIONS (CONT)

SECTION 3: YOUR ROLE

Do your employees have all the resources they require to do their job? Are their objectives clear? And do they feel like they have an acceptable workload?

Understanding whether your employees have the tools, skills and resources to complete their role is important for any business. This section of questions will provide you with an overview as to how motivated and attached employees are to their role and the wider organisation.

You can utilise this insight to identify potential areas of risk, possibly in specific roles or teams, as well as areas of strength.

SECTION 4: YOUR BENEFITS AND PERSONAL DEVELOPMENT

Within this section you will find questions to support you with understanding your employees' perceptions of pay, additional benefits and personal development.

If your organisation offers additional benefits you may wish to list them as a question under this section and ask employees to rank them from 'most valuable' to 'least valuable'. This will

provide you with a company-wide overview as to which pay and benefits they deem most important.

Personal development is a vital part of a person's growth, maturity, success and happiness. It is the ongoing process of a person understanding and developing themselves to reach their full potential. This section also includes questions which cover areas such as; commitment to developing people, career progression, and learning and development opportunities impacting on performance.

SECTION 5: VOLUNTEERING

Sport England is interested to see how many and what types of volunteering roles people employed in the sector undertake. Asking questions within this section will enable us to understand whether staff have a higher propensity to volunteer and the types of volunteer roles they are undertaking.

We would value you adding the questions detailed in the survey bank into your survey to support us with this area of work.

SECTION 6: PERSONAL CHARACTERISTICS

It is useful to ask some questions linked to the demographics of the workforce. This will allow you to compare different audiences against one another and see whether there are similarities in answers from people who have been a member of your organisation for a similar amount of time, for example.

As this is the first time we are collecting topline workforce information, we have gaps in our knowledge about who works in the sports sector. To help address this, several questions in this section have been marked as mandatory. The collective information we receive will give us invaluable insights about the demographics of those who make up the sports and physical activity workforce and will provide us with baseline data on which to track change on an annual basis.



CLEANING AND ANALYSING YOUR DATA

GET THE MOST OUT OF YOUR SURVEY

Once your survey has closed you will need to 'clean' the data before you start analysing it. This means deleting any responses which are duplicated (i.e. when the same employee has completed the survey more than once – this may not always be obvious) and identifying incomplete responses (i.e. respondents who have only answered the first one or two questions).

MANAGING DATA

Personal data is information that relates to an identified or identifiable individual. What identifies an individual could be as simple as a name or a number. If it is possible to identify an individual directly from the information you are processing, then that information will be personal data.

When considering whether information 'relates to' an individual, you need to consider a range of factors, including; the content of the information, the purpose or purposes for which you are processing it and the likely impact or effect of that processing on the individual.

All personal data must be collected, used and stored in accordance with the General Data Protection Regulation Data Protection Act 2018. Failure to comply with these legal requirements can have serious consequences for your organisation and you should therefore give careful consideration to the following:

- > What your purpose and lawful basis for collecting and using the personal data will be
- > What information you will provide to participants that will help them understand what data you will be collecting, how you will use it, and the rights they have in relation to it
- > How you will ensure confidentiality. For example, you could delete or save the personal details section somewhere else securely
- > How long you will keep the data. For example, personal data should usually be deleted when no longer needed and all original (raw) survey data should be deleted after a set period agreed by your organisation
- > How you will make sure that the information you share with Sport England is anonymous and does not include personal data about identifiable individuals. For example, by using the templates provided by Sport England and reporting only collated results.

If your organisation has nominated a Data Protection Officer you should consult them before launching your survey. In addition, the Information Commissioner's Office can provide advice and guidance on your organisation's obligations and responsibilities (www.ico.org.uk)



GOOD COMMUNICATION

Page 24 of the [Sport England Guide to Research](#) gives useful tips on how to conduct good quantitative and qualitative research, including keeping it concise, wording things clearly and keeping it interesting.

To maximise the value of the survey it is important to achieve a high response rate, as low response rates call into question the validity of the data that is gathered. For an accurate assessment with any employee attitude survey, honest responses and high participation are essential.

A response rate which is less than 65% or under is generally considered too low. We would recommend aiming for a minimum response rate of 75%.

When you send the survey out to employees, be clear about the following:

- > Why you are undertaking the staff survey and how you will use the data
- > The dates you will open and close the survey
- > That the survey will be anonymous
- > That their participation is voluntary and their feedback will be greatly valued
- > Outline to your employees that you will be sharing topline survey data with Sport England
- > How you will store the gathered data (see the Managing Data section on page 12)

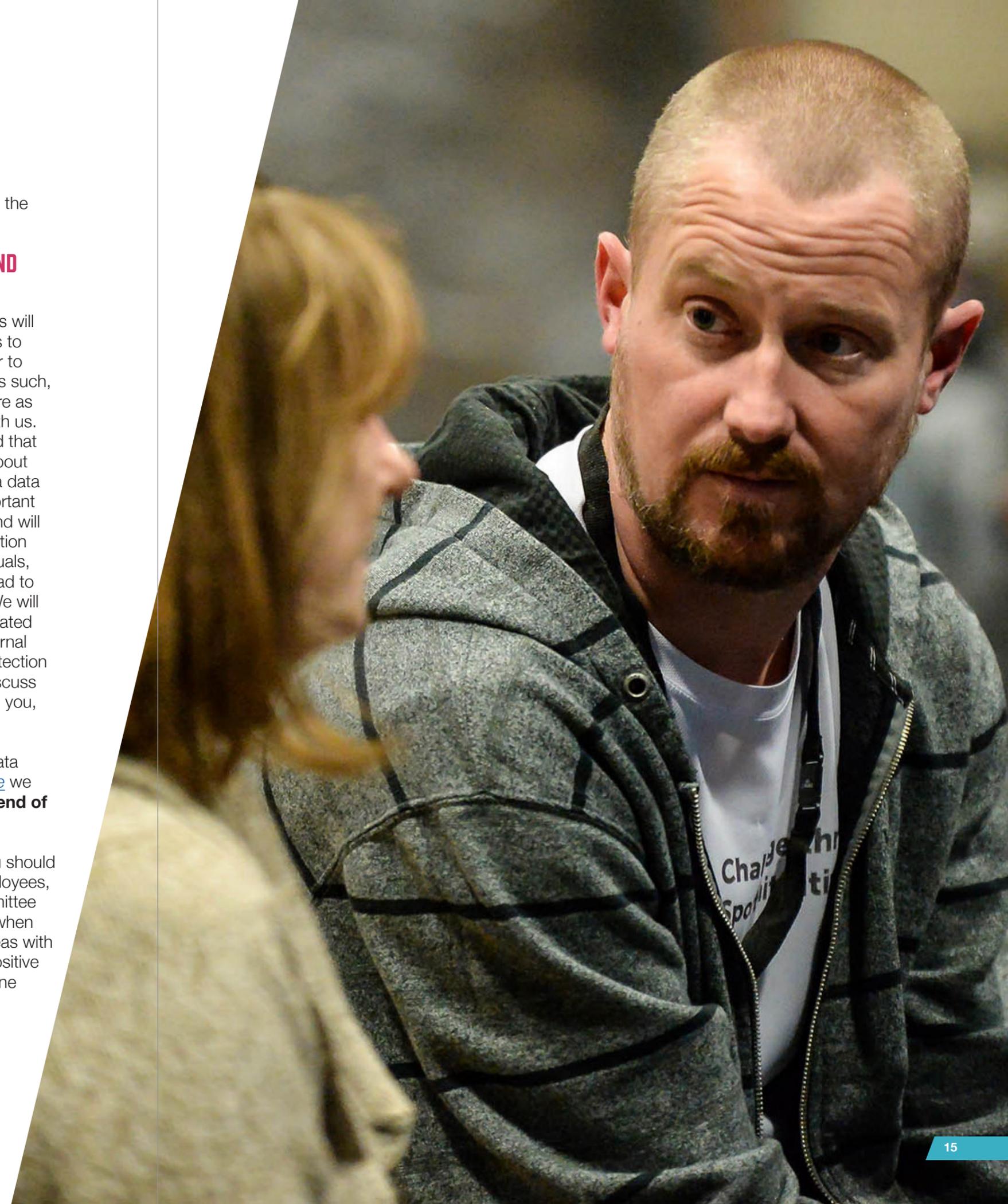
- > How and when you will share the findings

SHARING YOUR FINDINGS AND LEARNINGS

The information you share with us will be really valuable and will help us to improve the support we can offer to your organisation in the future. As such, we are really keen for you to share as much information as possible with us. At the same time, we understand that you may have some concerns about sharing the results with us from a data protection point of view. It's important to bear in mind that Sport England will not ask you to share any information about specific identifiable individuals, nor any information that could lead to the identification of individuals. We will only ask you to share the aggregated number of responses for our internal analysis purposes. Our Data Protection Officer (DPO) will be happy to discuss any concerns you may have with you, your DPO or similar.

Please remember to share the data using the [data-reporting template](#) we have developed for you, **by the end of October at the latest.**

In addition to Sport England, you should share your results with your employees, as well as your Board and Committee Members. Be open and honest when sharing your findings, include areas with negative responses as well as positive feedback. Most importantly, outline what actions you will be taking.



WHAT DO I NEED TO DO NOW?

NO STAFF SURVEY?

If you don't already conduct a staff survey, use this guidance document to develop one which works for your organisation, remembering to include the topline questions highlighted in red and with an asterisk in the [sample question survey bank](#).

ALREADY HAVE A STAFF SURVEY?

If you already have a staff survey, you don't need to start from scratch and develop a new one. Please review the guidance and incorporate the topline questions into your existing survey, as well as any other questions which you think will add value to your understanding of your workforce.

RECENTLY CONDUCTED A STAFF SURVEY?

There are no expectations for you to repeat your staff survey this year if you have recently conducted one. Please send us as much data and insight that you can from the recent survey and incorporate the topline questions into your existing survey in time for its next release.

All data should be emailed to: workforceteam@sportengland.org by the end of October.



NEED HELP?

Should you have any questions about the development, implementation or reporting of your survey, our workforce team is available to support you. Please contact workforceteam@sportengland.org.

[Sport England sample workforce survey questions](#)

[Sport England Guide to Research](#)

[Sport England Volunteer Survey Guidance](#)

[Sport England Volunteer Survey sample survey questions](#)

[Code for Sports Governance](#)

REQUIREMENT 3.5

Each organisation shall be expected to carry out a regular staff survey (including their volunteers) at least once a year and:

(A) act on the results internally, communicating clearly to their employees and volunteers how such actions are to be taken;

(B) make topline data available to Sport England to collate the results for the purpose of developing a greater understanding of the sport workforce.

GOOD LUCK WITH YOUR SURVEY.





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