People Count
Third Sector 2016

HR and Workforce Benchmarks for the Third Sector

User Guide

2016

CONTENTS

1 WELCOME

Welcome to People Count Third Sector 2016. Your participation requires that you complete an online questionnaire.

This user guide explains the different steps you, as the Lead User, need to take to complete this process. Please save this user guide on your system for reference throughout the coming year. It is also available to download in the 'People Count Third Sector' option in the client area.

2 KEY ROLES OF THE LEAD USER

The Lead User has overall responsibility for collecting the information required and ensuring that it is entered correctly into our benchmarking database.

The Lead User's roles are:

1. Main point of contact with Agenda (see section 3.1).
2. Familiarise yourself with the client area of our benchmarking database (see section 3.2)
3. Oversee the collection of data (see section 3.3).
4. Oversee data entry (see section 3.4).
5. Sign off the final submission by 5th June 2015 (see section 3.5).
6. Set up other users if required (see section 3.6)
7. Choose and submit peer organisations choices (see section 3.7)
8. Generate and download reports (see section 3.8)
9. Updating data and rerunning scorecards (see section 3.9)
10. Using attributed good practice and making contact with other organisations (see sections 3.11 and 3.12)

3 PRACTICAL GUIDE

This section sets out detailed instructions on how to use the benchmarking tool.

For further information on how to answer the questions, please consult the Guidance Notes, available to download from the People Count 2016 client area.

3.1 Main point of contact with Agenda

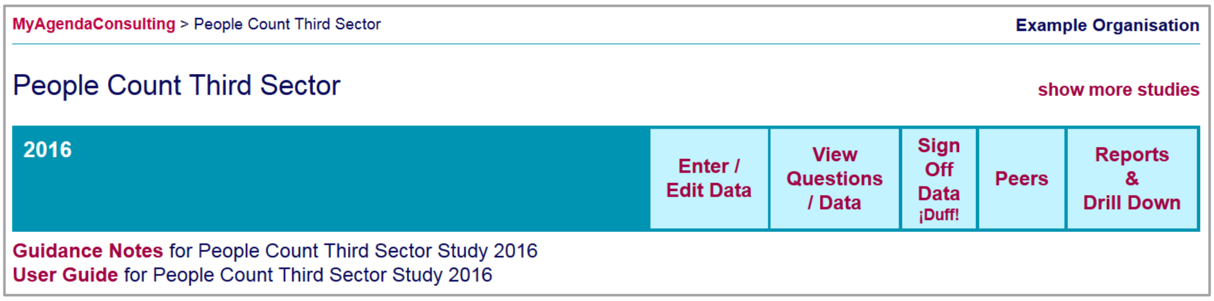
As the Lead User you are our main contact and will receive all correspondence from Agenda.

If you have any queries about specific areas of the questionnaire, specific questions, or how to enter the data online, please first look at the guidance notes, which contain detailed instructions for each question or at this user guide.

If these do not answer your query, please contact:
Katharina Hutchings, Senior Research Consultant, 01865 263720 or katharina.hutchings@agendaconsulting.co.uk

3.2 Familiarise yourself with the Client Area of our Benchmarking Database

- To access the People Count Benchmarking Database please visit our website at www.agendaconsulting.co.uk and follow the 'MyAgenda client login' link at the top right hand corner of the homepage.
- You will be asked to log in using the username and password sent to you by email. If you have not received these details please contact us.
- On the menu at the top select 'Benchmarking' and then the 'People Count Third Sector' option.
- Here you will find a 'bar' for each PCTS study your organisation has signed up to:



On the left of each bar is the individual study name and then from left to right are the following options:

- Enter / Edit Data: in this area you can enter, edit and review your organisation's data.
- View Questions / Data: in this area you can print out or download all questions or those of one section. These outputs contain any responses already stored.
- Sign off data: in this area you can submit your completed data following a thorough review of your data before submission.
- Peers: in this area you can view, sort and choose the peers that you wish to be benchmarked against in addition to the whole sample. NB this option will only be available once all data has been analysed internally and the main reports produced. You will be notified by email when this is available.
- Reports & Drill Downs: in this area you can download the Volume 2 report, generate your own organisation scorecard and access the Drill Down reports. NB this option will only be available once all data has been analysed internally and the main reports produced. You will be notified by email when this is available.
- Good Practice Zone: in this area you are able to explore good practice comments from other participants and contact those organisations whose experiences may be of benefit to you. NB this option will be available once the reports are released.
- Contacts: here you are able to access a list of contact details for participants in the study. These are available in the 'contacts' page. Access to these contact details is a benefit of your participation in People Count 2015, and they are available only to those who took part. NB this option will be available once the reports are released.
- Guidance Notes: these are located at the bottom of the study bar and contain guidance for the questionnaire as a whole and at an individual question level.
- User Guide: this is located below the guidance notes and explains the different steps required to complete the process.

Navigating the client area

The best way to navigate backwards in the client area is to select the options on the file path which is found near the top of the page. The layout of this file path starts with the highest level page on the left and the lowest on the right. Below is an example file path for the client area:

MyAgendaConsulting > People Count Third Sector > 2016 > Enter / Edit Data > Absence > Question F3 **Example Organisation**

- MyAgendaConsulting: this is the homepage of your client area.
- People Count Third Sector: this is the area specific to the benchmarking product. NB this is the area you will initially arrive at by following the URL above.
- 2016: this refers to the study you are accessing.
- Absence: this refers to the questionnaire section you are accessing.
- Question F3: this refers to the question you are accessing (note that the fact that this is blue indicates this is the level you are currently accessing).

To navigate backwards / upwards, click on the relevant option in the file path.

3.3 Oversee the collection of data

The study requires a substantial amount of detailed information about your organisation. It will be necessary to search out some of this information, so it is important that you allocate sufficient time to collect all the data.

We do not accept paper questionnaires by post, fax, email or otherwise. This is to ensure that all data is formally signed off and that it is subjected to the in-built validation checking in the system.

Access the questions

The questions can be accessed in the 'View Questions / Data' option. Here you are able to:

- Download or print the whole questionnaire.
- Download or print a section of the questionnaire.
- Download or print just the unanswered questions in the whole questionnaire.
- Download or print just the unanswered questions in a section of the questionnaire.

You will be presented with the following:

MyAgendaConsulting > People Count Third Sector > 2016 > View Questions / Data **Example Organisation**

People Count Third Sector Study 2016 - View Questions / Data

Whole Questionnaire	All Questions	Unanswered Questions Only
A. General Information	All Questions	Unanswered Questions Only
B. Composition of Workforce	All Questions	Unanswered Questions Only
C. Recruitment, Selection and Retention	All Questions	Unanswered Questions Only

If you wanted to access all questions for section A you would click on the option shown above to reach the following:

People Count Third Sector

Print Save Close

People Count Third Sector 2016 for Example Organisation
(Generated 8th March 2016 at 14:53)

	A. General Information			Your Response
>>	A1*	Name of organisation	Text	
>>	A1.1	Charity number	Text	
>>	A2*	Income of organisation in the last year	£	
>>	A3*	Expenditure of organisation in the last year	£	
>>	A4*	Organisation's pay bill in the last year	£	
>>	A6*	Choose up to three categories that best describe the sector(s) in which you work:	Circle 1 to 3	Animal Welfare Arts/Culture Children/Young People Civil rights/Citizenship/Law and Order Economic/Community development/Employment Education/ Training Elderly/Old people Environment/Conservation Grant making Health care/Medical research Heritage Hospice Housing International development Mental Health

This displays the following:

- All the questions in section A
- All data already completed (as in the case of A1 to A4)
- Mandatory questions are indicated with an asterisk (as in the case of A1)
- Unanswered questions are indicated with an arrow (as in the case of A6)
- The date and time at which the output was generated

You can either view this document on-screen, print it out by clicking the ‘Print’ option at the top of the page, or save it as an editable Word document by clicking the ‘Save’ option at the top of the page.

Access the Guidance Notes

The guidance notes can be accessed in the ‘Guidance Notes’ option below the main study bar. They are a vital resource for collecting data and should always be referenced before gathering the information in order to answer queries and ensure that your data is comparable with that provided by other organisations. They offer guidance on the questionnaire as a whole and at individual question level. They are also available throughout the online data entry area.

Decide who will collect the data and how

There are two main approaches to collecting the data; collect all data yourself, or ask colleagues to collect some or all of the data. If you are involving colleagues then you will need to communicate with them regarding the information that they need to collect. There are some different options for doing this:

- *Option 1: ask your colleague to collect the information but do the data entry yourself*. In this case you will need to communicate to your colleague the information that they need to collect. Approaches here include: handing them a printed copy of the relevant questions (as above) or emailing them a Word Document containing the relevant questions. You would then ask them to let you know the information they have collected and undertake data entry yourself
- *Option 2: ask your colleague to collect the information and undertake the data entry themselves.* In this case, you will need to set them up as a user (see section 3.6). We would also suggest that you send them this user guide, specifying the questions that you would like them to focus on.

Key Points for collecting data

The guidance notes contain all the information regarding the questionnaire. Here we have highlighted a few of the key points from there:

- The questionnaire is structured into **10 sections** A – K, each on a different theme.

- **Some questions are mandatory**. These are key figures, such as headcount figures, which are used in many reporting formulae / contribute to many indicators. Mandatory questions are highlighted with an asterisk (*) in the questionnaire.

- However **most are optional** and it is not essential to complete every single question. Clearly, the more information you complete the better you will be able to compare your performance with the sector and your peers, however if there is specific information that it would take a disproportionate amount of time and effort to collate it may be worth leaving those questions blank.

- **'You'.** The expression 'you' is usually shorthand for 'your organisation'. The exceptions to this are where we ask for views and opinions. In these cases, we are looking for the views and opinions of the most senior HR person within the organisation.

- **'Last year'.** By 'last year' we mean the most recent complete financial year for which you have the required information. For many organisations, this will be the financial year 2015/16 – i.e. April 2015 to March 2016.

- **Employees**. Unless otherwise stated, you should include all those on permanent / continuous contracts and temporary contracts including fixed term contracts. **Exclude** casual workers, workers in the bank or those with zero hours contracts.

- **Headcount.** This is a measurement of the number of employees – i.e. the actual number of people.

- **FTE.** Full time equivalent is a measure of effort where 1 full time person is counted as 1 FTE. For example: 2 people who both work half time are counted as a headcount of 2 whilst the FTE figure would be 1.

- **Staff costs.** In a number of places we ask for information on the costs of staff. Unless otherwise stated, this should include the costs of salary plus all variable pay e.g. overtime and bonus. It should not include Employer's National Insurance or the cost of any pension contributions.

- **Associated trading companies.** It is up to you to decide whether you wish to include or exclude details of any trading companies your organisation has. Once you have decided, we would be grateful if you would ensure that the answers are consistent with the decision.

- In a number of questions we ask for information that distinguishes between **management staff**, and **non-management staff**. There is no castiron definition of manager, and therefore you will have to use some judgment when deciding which staff fall into each category. We define manager as **'someone with management responsibility and accountability for a specific area of work'**, which would include **Chief Executive, Directors, Heads of Departments, Managers**. **PLEASE NOTE:** you may have staff with some line-management responsibility who will not fall under the management category as defined here. For example, a senior administrator with line management responsibility for some junior administrators would not be considered to be 'management'.

- We define the **HR function** as anyone with a role/job title pertaining to:
  - personnel/HR
  - recruitment and selection
  - learning and development (including talent management)
  - organisation development (including workforce planning)
  - compensation and benefits
  - occupational health
  - employee relations (including absence management and performance management)
  - HR policy and strategy

- HR input into payroll and pension (**exclude** the organisation's payroll processing team but **include** people who provide input to the payroll processing team such as information on leavers / joiners, sickness and unauthorised absence, benefits, any deductions or changes to employment terms)
  - Please exclude HR efforts focused on volunteers. We are conscious that your organisation may or may not use this definition, but we would ask that you use our definition for the purpose of completing the questionnaire to enable comparison on the same basis.

- When answering **free text questions** please note that these will be attributed to the organisation from which they came. If you do not wish to answer the question please leave the field blank.

- If there are some questions for which you are not able to determine the precise answer, you can, if you choose, **give an answer that represents a good estimate**. If you are not able to provide a good estimate, we would prefer you to leave the question blank.

- The distinction between **zeros and blanks** is important. If you do not wish to answer a question please just leave the field blank, do not enter a zero.

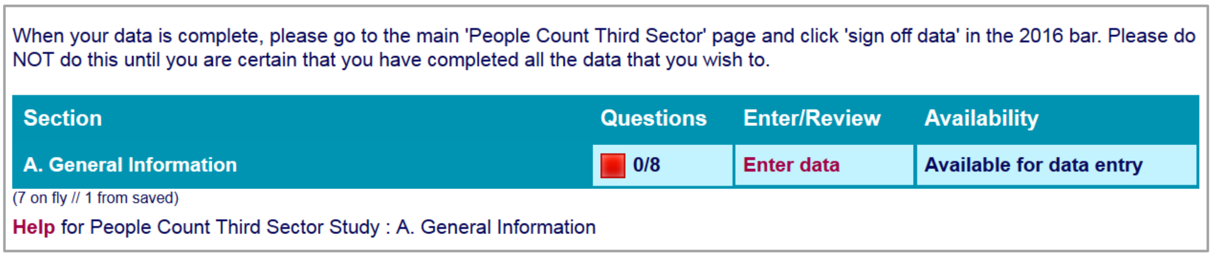
- Equally please do enter a zero if your answer really is '0' as opposed to leaving it blank. For example if you are answering a question on the use of various approaches and there is one that you do not use at all please do enter '0%' as opposed to leaving the field blank.

3.4 Oversee data entry

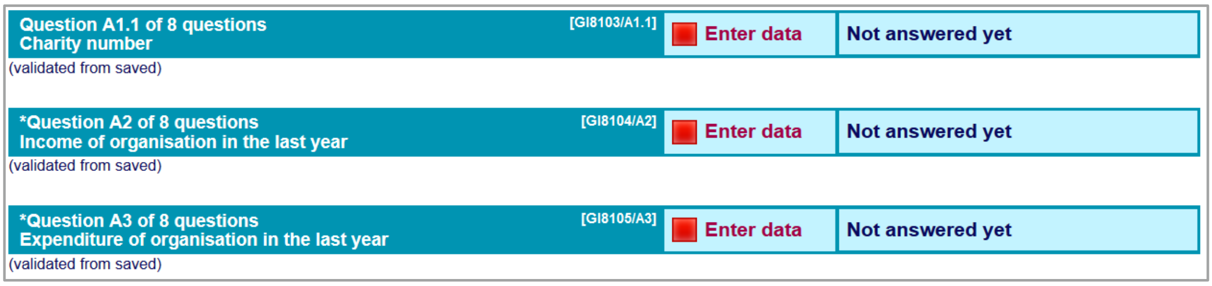
The data entry area can be accessed in the 'Enter / Edit Data' option of the study bar. Here you are able to:

- Navigate the questionnaire by section or individual question.
- Access the guidance notes for sections or individual questions.
- Enter data.

Clicking the Enter / Edit Data' option will lead you to the questionnaire section index as in the extract below:

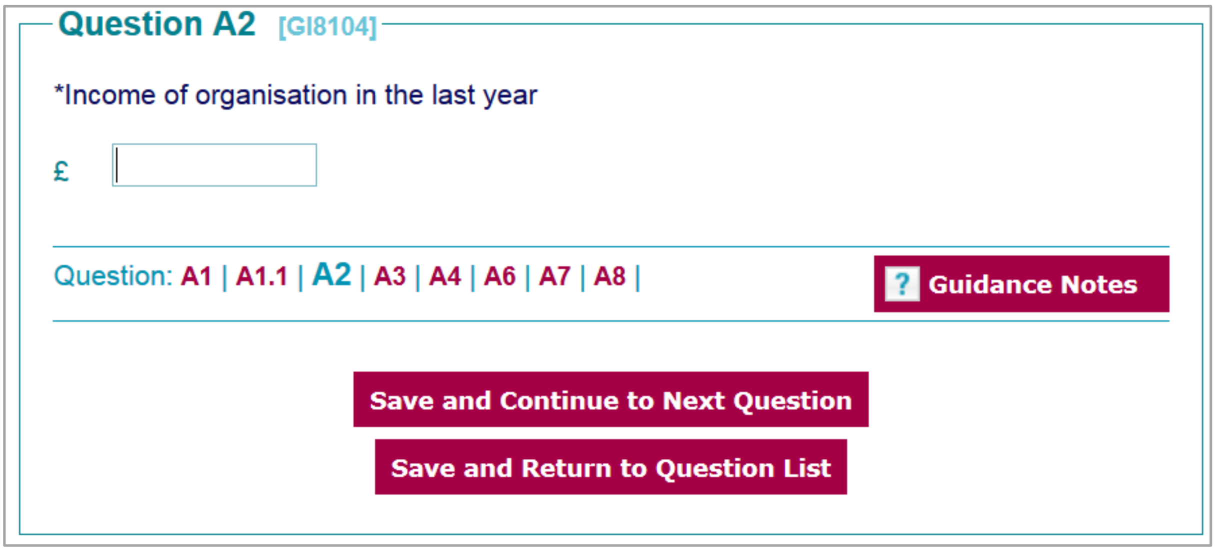


Each section has a 'bar' which shows its name, the number of questions you have completed in it and an 'Enter Data' option which leads to the individual questions of that section. If you wanted to enter data for section A you would click on 'Enter data' and be led to the following:



Each question in the section is displayed as a 'bar' which shows the question text, the option to review (if already answered) or enter data and which (if any) of your users last edited the response(s) / whether the question has been answered. Please note that the review option allows you to edit your previous response.

To answer question A2 in the example, click 'Enter Data' to reach the following screen:



- Enter the appropriate data in the Income box. For guidance on how to respond click on the Guidance Notes option.
- You can then either save and continue to next question or save and return to question list by following the appropriate options.
- You can navigate between questions within a section by clicking the question numbers at the bottom of the page. However doing this will not store the data entered in the current page.

User tips

- By pressing the 'continue and save' buttons online your data is *stored* in the database automatically. Saving is done at an individual question level.
- For multi-choice questions there is a deselect button which you can use to remove a given answer to the question.
- Errors and error messages. We have some validation rules to help avoid errors in data entry and maintain consistency of data. The error message should explain the problem, but the guidance notes are also a useful resource for understanding why the data is being flagged up. You are not able to store data that has been flagged as problematic.

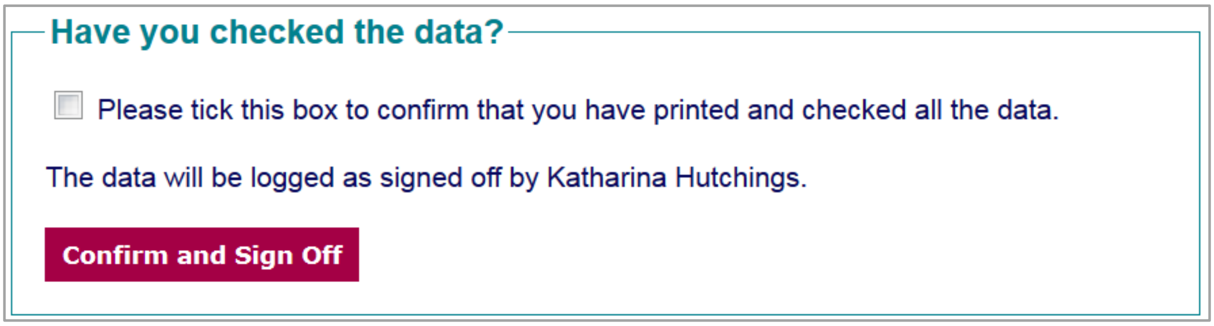
3.5 Sign off the final submission by 3rd June 2016

Once you are satisfied that all data has been correctly entered into the online system you will need to:

- Review all questions and responses either in printed or electronic format to ensure that all data has been recorded and is accurate.
- Sign off the data for analysis when satisfied (this can only be done by the Lead User).

Only the Lead User is able to sign off the organisation's data and all mandatory questions must have been completed before the sign off option becomes available.

To sign off your data, click on the 'Sign Off Data' option on the main study bar which will lead to the following display:



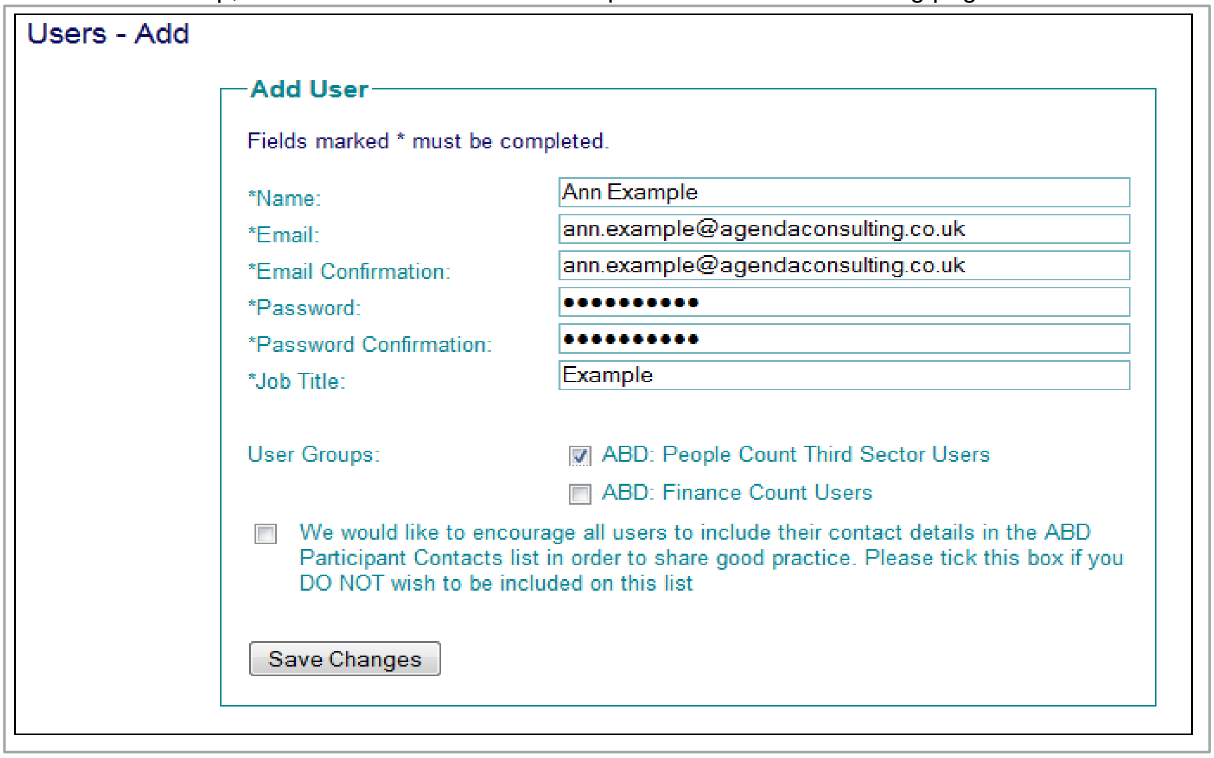
- We strongly encourage you to print off all questions and responses and check them thoroughly before submitting and as such you are required to tick the box before signing data off.
- You should only need to sign the data off once. If, however, you sign off more than one set of data the most recent one will always be used.
- All previous submissions are listed at the bottom of the page for your reference.

3.6 Set up other users

As the Lead User you may wish to enable other colleagues to access the benchmarking database. The Lead User has the ability to create other users known as ‘Standard Users’. The different access levels of these users are laid out below:

FUNCTION	LEAD USER	STANDARD USER
Edit their own user details	√	√
Change their own password	√	√
Enter / edit data	√	√
Sign off data	√	×
View questions / data	√	√
Choose peers	√	×
Generate / download reports	√	√
Access the Good Practice Zone	√	√
Access the Contacts page	√	√
Create new users	√	×
Edit other users’ details	√	×

To set up another user, go to the MyAgendaConsulting client area home click on the ‘User’ option in the menu at the top, and click the ‘Add New User’ option to reach the following page:



- Complete all required fields.
- Tick the box for the ABD: People Count Third Sector Users.
- We would encourage all users to include their contact details in the ABD Participant Contacts list in order to share good practice. If you DO NOT wish to be included on this list please tick the box above ‘Save Changes.’
- Save changes.
- Please note that passwords must be at least 8 characters long and contain a combination of both letters and numbers.

This Standard User can now access the client area in the same way as the Lead User but with more limited privileges – as set out in the table at the start of section 3.6.

3.7 Choose Peer Organisations

A key feature of the study is the ability to compare your own results to those of 7 to 20 organisations of your choosing.

The peer choosing facility is only available once all data has been validated by us. You will be notified by email when this is available.

The peer choosing facility can be accessed in the 'Peers' option of the study bar. Here you are able to complete the following three steps:

1. Choose your peers
2. Preview your peers
3. Submit your peers

Clicking the 'Peers' option on the main study bar will lead you to the following screen:

Please follow the three steps below. For more guidance on using this facility please consult the user guide.

1. Choose Your Peers	2. Preview Your Peers	3. Submit Your Peers

Note: Between 7 and 20 (inclusive) peers must be selected in order to submit. (You have selected 16.)

⊞ Expand All Sectors

Animal Welfare...

	Name	Headcount	Website	Head Office	Regions/Nations Staff Employed	Source Study
☐	The Blue Cross	626	bluecross.org.uk	West Midlands	Wales, London, South East, East of England, East Midlands, West Midlands, South West, Yorkshire and Humberside, North East, North West	2013
☐	Cats Protection	603	cats.org.uk	South East	Scotland, Wales, N. Ireland, London, South East, East of England, East Midlands, West Midlands, South West, Yorkshire and Humberside, North East, North West	2012
☑	Wildlife Trusts	50	wildlifetrusts.org	East Midlands	London, East Midlands, South West	2014

Save Selection

⊞ **Arts/Culture...**

Step 1: Choose Your Peers

- You should choose between 7 and 20 organisations as your peers.
- The organisations available are sorted by sector and, within each sector, by size.
- For each organisation we provide the following information to help you make your choice: website, location of head office, nations / regions from which staff are employed and source study which is of particular note as it tells you the year they submitted their data.
- To view all organisations at once click the 'Expand All Sectors' option or to view the organisations in one particular sector click the '+' symbol to the left of the sector name. Equally, to collapse a particular sector click the '-' symbol to the left of the sector name.
- To select an organisation as a peer, click the box to the left of the organisation name (as above for Wildlife Trusts).
- Please note that many organisations belong to more than one sector and as such will appear more than once on the list. Ticking an organisation once will indicate that it is selected in all other locations on the list as well.
- There is a 'save selection' button at the bottom of each sector. When you are happy with your selection click any one of these buttons to save *all* those organisations you have ticked.

Step 2: Preview Your Peers

Selecting the ‘Preview Your Peers’ option will lead you to a screen like this:

1. Choose Your Peers	*2. Preview Your Peers*	3. Submit Your Peers

Note: Between 7 and 20 (inclusive) peers must be selected in order to submit. (You have selected 16.)

Name	Sector(s)	Headcount	Website	Head Office	Regions/Nations Staff Employed	Source Study
Advance Housing and Support Ltd	Mental Health, People with disabilities, Social care	515	advanceuk.org	South East	London, South East, East of England, East Midlands, West Midlands, South West	2014
Framework Housing Association	Housing, Mental Health, Social care	774	frameworkha.org	East Midlands	East of England, East Midlands, Yorkshire and Humberside	2014
Housing with Care and Support	Mental Health, People with disabilities, Social care	552	ncha.org.uk/	East Midlands	East Midlands	2014

- This screen displays the organisations you have chosen as your peers.
- If you are not happy with your choices then you should return to Step 1 and make any alterations.
- If you are happy with the peers you have chosen, go to Step 3 - Submit Your Peers.

Step 3: Submit Your Peers

Please note: once you have submitted your peers you will not be able to amend your choices.

Selecting the ‘Submit Your Peers’ option will lead you to a screen like this:

Please follow the three steps below. For more guidance on using this facility please consult the user guide.

1. Choose Your Peers	2. Preview Your Peers	*3. Submit Your Peers*

Note: Between 7 and 20 (inclusive) peers must be selected in order to submit. (You have selected 16.)

Have you checked your peers selection?

☐ Please tick this box to confirm that you have previewed and checked that your peers selection is correct.

The your peers will be logged as submitted by Larissa Brunner.

Confirm and Submit Peers

- Only the Lead User is able to sign off the peer selection.
- Once you have previewed your peer selection and are satisfied with it, you should tick the box to confirm you have previewed and checked the selection and then select the ‘Confirm and Submit Peers’ option.
- After your peer selection has been submitted you will only be able to access the preview screen in the Peers area.

3.8 Generate and Download Reports

In this area you are able to download your reports in electronic format. They are:

- Volume 1 Organisation Scorecard – highlights the performance of your organisation in this benchmarking study against the sample as a whole and your chosen peers.

- Volume 2 Reports: Sector-Wide report & Detailed Statistics - there are six detailed statistics reports, which each cover different topics, and which include a description of the sample, key findings, detailed statistics tables and attributed good practice material.

You are also able to access drill down reports for all measures in the study. These reports are only accessible in your online client area. They are accessed through an interactive, electronic version of your scorecard where every measure in the report provides a link to a drill down report. Each drill down report shows:

- how the measure is calculated
- the data used to generate your score
- graphs to show your position in relation to the whole sample and your peers
- the ability to export data
- the detailed statistics table
- guidance on interpreting the data

Clicking the 'Reports' option on the main study bar will lead you to the following screen:

Report	Generate
Volume 1: Organisation Scorecard - Example Organisation	Generate New V1 Report

Report		
Volume 1: Organisation Scorecard - Example Organisation - 27th October 2014 at 11:02am	View / Drill Down	Download
Volume 1: Organisation Scorecard - Example Organisation - 23rd September 2014 at 2:30pm	View / Drill Down	Download
Volume 2.1 Composition of Workforce and Diversity	Download	
Volume 2.2 Recruitment, Selection and Retention	Download	
Volume 2.3 Learning and Development and Performance Management	Download	
Volume 2.4 Absence Management	Download	
Volume 2.5 Employee Relations and Reward Strategy	Download	
Volume 2.6 The HR Function	Download	

To download your copy of the Volume 2 reports click the 'Download' link on the right. This report is in PDF format. To download your Volume 1 report you first need to generate it by clicking the 'Generate New V1 Report' button. This will lead to a screen like this:

Report	Generate
Volume 1: Organisation Scorecard - Example Organisation	Your report is at position 1 in the queue.

Report		
Volume 1: Organisation Scorecard - Example Organisation - 13th March 2015 at 11:37am	Pending	
Volume 1: Organisation Scorecard - Example Organisation - 27th October 2014 at 11:02am	View / Drill Down	Download

- Notice that a Volume 1 report has now appeared in the second box showing when it was requested. Whilst it is being generated the text on the right will read 'pending'.
- The report will take **up to an hour** to generate. When the report has been created the 'pending' text will change to two options: 'view / drill down' and 'download'. However **you must refresh the web page** (for example by pressing the F5 key) in order to see if the report has become available.

Once generated there are two options for viewing this report:

  - To download the report in Word format click the 'download' link on the right.
  - To view the scorecard online and access drill down reports, click the 'view / drill down' link.

- Both Lead and Standard Users are able to download and generate reports.
- You may wish to generate more than one Volume 1 report. A newly requested Volume 1 report will not replace any previous versions, it will simply be added to the list of your reports.

3.9 Access Drill Down reports

Once you have generated a Volume 1 report (see section 3.8) you can choose to view the scorecard online and access drill down reports by clicking the ‘view / drill down’ link as shown below:

Report	Generate
Volume 1: Organisation Scorecard - Example Organisation	Generate New V1 Report

Report		
Volume 1: Organisation Scorecard - Example Organisation - 16th February 2016 at 10:07am	View / Drill Down	Download

You will be presented with the following:

People Count Third Sector Study 2015 - Volume 1 Report

All Tables	View / Drill Down
Key Indicators	View / Drill Down
1 General Information	View / Drill Down
2 Composition of Workforce	View / Drill Down

You should select whether you want to access the whole scorecard (All Tables) or a particular section of the scorecard. If you wanted to access just the Key Indicators section you would click on the option circled above to reach the following:

People Count Third Sector 2015 for Example Organisation
(Generated 8th March 2016 at 17:09 // Original Report Generated 16th February 2016 at 10:50)

To access the Drill Down report click on the measure name.

Key Indicators

Table	Measure	Unit	Your Score 2014	Your Score 2015	Peers			Whole Sample		
					Median	Percent Rank		Median	Percent Rank	
	Employee numbers									
Table 2.1	Total number of employees	Headcount	558	571	209	70%	D	236	66%	C
Table 2.1.1	Annual change in employee numbers (headcount) (%)	%	1.3	2.9	0.0	71%	D	0.0	69%	C
	Management and spans of control									
Table 2.2	Managers and Senior Managers / Directors as a percentage of all employees (headcount) (%)	%	16.7	15.9	20.1	25%	D	17.0	45%	C

- This displays the selected section of your Volume 1 scorecard (in this case the key indicators section).
- You can either view this document on-screen, print it out by clicking the ‘Print’ option at the top of the page, or save it as an editable Word document by clicking the ‘Save’ option at the top of the page.

However the main purpose of this tool is to enable you to generate drill down reports.

- To generate a drill down report for a particular measure, click on the name of the measure.
- This will open a drill down report which can be viewed on-screen, printed out or saved as an editable Word document.

- This report contains the following information and options to help you further explore your performance on the chosen measure:
  - How the measure is calculated in this study i.e. the question(s) / data used in the formula
  - The data you supplied for the relevant question(s) which is used to calculate your score
  - A graph plotting your performance on this measure in comparison with each of your individual peers (all unattributed), with an option to export these figures to Excel
  - A graph plotting your performance on this measure in comparison with the decile figures for the whole sample, with an option to export these figures to Excel
  - The full Volume 2 detailed statistics table breaking the measure down by organisation size and sub sector
  - Guidance on interpreting the data
- Drill down reports are available for all measures included in the scorecard and there is no limit as to how many you can generate over the next year.
- Both Lead and Standard Users are able to generate and access drill down reports.

3.10 Updating data and rerunning scorecards

Over the coming year you may wish to update the data you submitted and rerun your scorecard to reflect those changes.

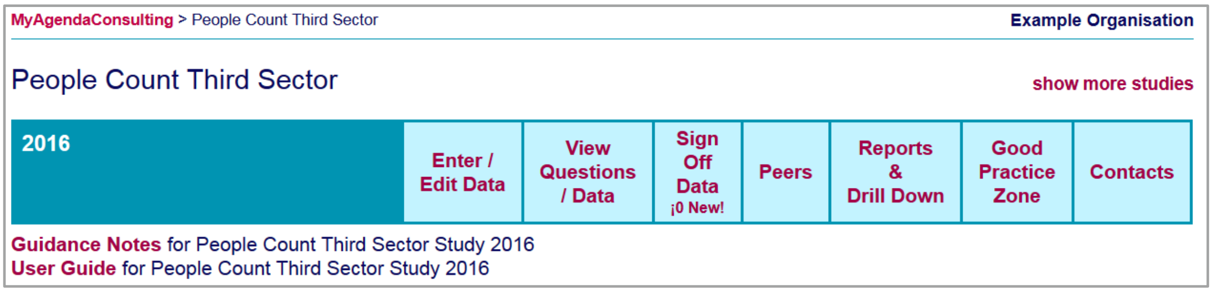
To do this:

- Return to the data entry area, which is accessed in the 'Enter / Edit Data' option of the study bar, and alter the responses you wish to update (see section 3.4 for more details).
- When you are happy with the changes made, sign off the data by selecting the Sign Off Data' option on the main study bar (see section 3.5 for more details).
- Return to the reporting area by selecting the 'Reports' option on the main study bar and generate a new Volume 1 organisation scorecard report (see section 3.8 for more details).

Please note: you are not able to change the peer organisations you originally selected this year.

3.11 The Good Practice Zone

In this section, you are able to explore good practice comments from other participants and contact those organisations whose experiences may be of benefit to you. This area is available once the reports have been released, and is accessed through the toolbar:



From there, you will be taken to the following screen:

People Count Third Sector Study 2015 - Good Practice Zone

As a new feature of People Count 2015, you are able to explore good practice comments from other participants and contact those organisations whose experiences may be of benefit to you.

How to use the Good Practice Zone

Many organisations use benchmarking as a means of highlighting areas in which they are doing well, and in which they could improve. The Good Practice Zone allows participants to learn from each other; each response is attributed to the organisation from which it came, and you are able to use the **contacts page** to get in touch with each organisation.

We strongly encourage you to use this facility to get in touch with other participants and share thoughts and advice. Access to both the Good Practice Zone and contact details of other organisations is a benefit of your participation in People Count 2015, and they are available only to those who took part.

Explore Good Practice

Report	
Good Practice Report	**View / Drill Down**

Clicking on View/Drill Down will take you to the page below:

People Count Third Sector 2015 Good Practice Zone for Example Organisation

To access the Drill Down report click on the measure name.

Good Practice Measures

Table	Measure
	Good practice in Composition of Workforce
Table 2.99	Good practice points in Composition of Workforce
	Good practice in Recruitment, Selection and Retention
Table 3.99	Good practice points in Recruitment
Table 4.99	Good practice points in Selection
Table 5.99	Good practice points in Retention

From here, you can open a Good Practice Page for each option, containing your responses this time and last time (if applicable), attributed responses from your peers and the sample as a whole, and a summary from Agenda Consulting.

You are also able to follow a link to the contacts area and make contact with other participant organisations.

3.12 Participant Contacts

The contact page is available from the client area and can be accessed by clicking ‘contacts’ in the main study bar. NB This option will only be available once the reports are released.

In this section, you can make direct contact with all participant organisations.

We strongly encourage you to use this facility to get in touch with other participants and share thoughts and advice. Access to these contact details is a benefit of your participation in People Count 2016, and they are available only to those who took part. We hope that this will encourage communication and sharing of good practice within the sector.

The contact page will appear as follows:

Clients Area > People Count Third Sector > 2014 > Contacts Example Organisation

People Count Third Sector Study 2014 - Contacts

You can now take your benchmarking to a new level:

- Pinpoint good practice of particular relevance to you - all good practice comments are now attributed to the organisations from which they came.
- Make direct contact with those organisations - contact details for all participating organisations are available in the table below.

We strongly encourage you to use this facility to get in touch with other participants and share thoughts and advice. Access to these contact details is a benefit of your participation in People Count 2014, and they are available only to those who took part.

Organisation	Name	Job Title	Email Address
Example Organisation	Katharina Hutchings	Research Consultant	katharina.hutchings@agendaconsulting.co.uk

- Participants will be listed alphabetically according to their organisation, and the name, job title, and email address of the lead user from each organisation will be available. Contact details of standard users may be available as well.
- The email addresses are clickable.

You can also access the contact page through the Good Practice Zone. To do this, open a drill down report for an open question (see 3.9) and click on the link to the contact page link:

Commentary: This year, you can take your benchmarking to a new level:

(1) You can pinpoint good practice of particular relevance to you by exploring the responses from other organisations (below).

(2) You can share good practice and discuss different approaches by making direct contact with participating organisations in the contact area.

The contact page will open in a new tab in the main window and you will be able to make email contact from there.