

Survey to Social Enterprises - Training & Skills Needs

This survey is being completed by a sample of Social Enterprises in Ireland, Italy, Greece and Slovenia, as part of an EU project called SocialB. Your responses to this survey will help us to determine the key skills gaps and training needs within Social Enterprises in the 4 participating countries. A Skills Gap & Training Needs Analysis report will be compiled, which will inform the creation of new Learning Units/modules and content, aimed to support training and learning for staff and Board members of social enterprises.

We appreciate your time and all those who complete the survey will receive a copy of the Skills Gaps & Training Needs Analysis Report.

The survey will take about 15 minutes to complete.

* Required

Section 1.

Your details

1. Organisation name: *

2. Name of person completing this survey *

3. Your role: *

4. Your email address: *

Section 2

About your Social Enterprise

5. Which 1 of the following best describes the most important objective of your organisation?

- To work towards the betterment of the local community
- To create local training and employment opportunities
- To find innovative solutions to social and/or environmental challenges
- To provide essential community based services
- To generate an income

6. Which of the following best describes the main goods/ services provided by your organisation? *

You may select multiple answers.

- Operation and maintenance of a community centre/ facility/ building
- Sporting & Leisure
- Education, training & employment supports
- Tourism development and promotion
- Provision of youth services
- Provision of childcare services
- Arts and culture
- Older persons' care
- Enterprise support and advice
- Social enterprise supports and services
- Disability supports and service
- Social housing
- Renewable energy, environmental and/or recycling service
- Community transport services
- Retail, food, catering
-

Other

7. When was your organisation established (year)?

8. Is your organisation part of a larger/ parent organisation? *

Yes - international organisation

Yes - national organisation

Yes - regional organisation

No

Other

9. Is your organisation located in: *

An urban area

A rural area

10. How many full-time paid staff does your organisation employ?
(More than 20 hours per week) *

The value must be a number

11. How many part-time paid staff does your organisation employ?
(Less than 20 hours per week) *

The value must be a number

12. How many Volunteers work for your organisation for more than 20 hours per week? *

The value must be a number

13. How many part-time Volunteers work for your organisation less than 20 hours per week?

The value must be a number

14. How many full-time staff from Labour Activation Schemes does your organisation employ?
(More than 20 hours per week)

The value must be a number

15. How many part-time staff from Labour Activation Schemes does your organisation employ?
(Less than 20 hours per week)

The value must be a number

16. Have any staff within your organisation participated in any formal, accredited training, specifically for social enterprises? *

Yes

No

17. If you answered yes to Question 16, please tell us the name/s of the course/s and the qualification/s it provided.

Section 3

About Your Board

18. How many people make up your organisation's Board of Directors?

19. Are Board members actively involved in your organisation's day-to-day operations? *

Yes

No

20. If you answered Yes to Question 14, how many are involved in the day-to-day- operations?

21. Have any Board members of your organisation participated in any formal, accredited training, specifically for social enterprises? *

Yes

No

22. If you answered yes to Question 11, please tell us the name/s of the course/s and the qualification/s it provided.

Section 4

Management, Growth & Sustainability

Current Challenges for your Organisation

The responses provided in this Section will help us to identify common challenges in the management, growth and sustainability of social enterprises. These common challenges will inform the development of training and learning materials.

All responses will be anonymised for the purposes of data analysis and report compilation.

23. Thinking about the management of your social enterprise, please rank the statements below according to the degree of challenge they present for your organisation at present. *

	A huge challenge	Somewhat challenging	A little challenging	Not a challenge at present
Meeting/ responding to increased demand for services/goods we provide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of market knowledge and competitiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Over-reliance on statutory funding (grants, state funding programmes, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient paid staff resources and funding to recruit required staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Over-reliance on volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of skills and experience within the organisation to develop and expand services and income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Limited involvement in the development of future direction and planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsustainability due to low level of income generated for services/goods we provide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of marketing expertise, to connect with customers / target group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of opportunities for networking with critical stakeholders and other SE organisations that share the same social vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of appropriate, accessible training for staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weak quality management procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Slow and/or bureaucratic decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Thinking about the sustainability of your social enterprise, please indicate how much you agree or disagree with the statements below.

		Neither		
Agree	Agree	Neither	Disagree	Totally
strongly	somewhat	agree nor	somewhat	disagree
		disagree		

We are sustainable when we can, at a minimum, break-even, including support from external funding / grants

We are sustainable when we can, at a minimum, break-even without support from external funding / grants

We are sustainable when we make a profit, including support from external funding / grants

We are sustainable when we make a profit without support from external funding / grants

We are sustainable when we do no harm to the environment

We are sustainable when we get ongoing support from the community for our mission

We are sustainable when we can be financially viable and serve our social objective

25. What is the single biggest challenge for your organisation around becoming or staying sustainable? *

- Not enough strategic expertise on how to become sustainable
- Not enough personnel with the right skills
- Not enough demand for our services / products
- The costs of running our organisation are too high
- Over-reliance on statutory funding - grants, state funding programmes, etc
-
- Other

26. What is the main type of growth your organisation is currently working towards? *

Please rank in order of importance from 1 (most important) to 8 (least important).

Employing more paid staff

Generating more income through securing grants / government funding

Expanding new products and services to existing customer base

Growing the geographic spread of our organisation's services / goods

Generating more income through trading of goods / services

Including new target groups and widening our customer base

Using resources innovatively to expand services/ product range

Franchising strategy and/or operational partnerships

27. What are the 2 biggest growth challenges your organisation is experiencing?

*

Please select 2 from the list below

- Not enough expertise on how to grow the business
- Not enough personnel with the requisite skills and expertise
- Not enough money for investment in growth
- Not enough demand for our service / products
- Not enough active commitment from Board members
-

Other

Section 3

Management, Growth & Sustainability

Training & Learning Needs

This section looks at specific skills gaps and training needs, based on your experience.

All responses will be anonymised for the purposes of data analysis and report compilation.

28. Looking at the list of areas of skills and expertise outlined below, how important do you consider each to be, for both existing and potential social enterprise staff, managers and Board members?

	Critically important	Quite important	Important	Desirable but not essential	Not important
Skills to monitor & assess Social Impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expertise in how to maintain sustainability and growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial planning and management, including risk management, internal auditing, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication, sales & marketing skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soft skills e.g. interpersonal skills, listening, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement and how to win contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing and motivating staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Fundraising and
funding from different
resource

Business & Strategic
Planning

Skills to innovate to
meet changing needs

IT and online
communications
technology (ICT)

Governance and
leadership for social
enterprises

Gaining and sustaining
community buy-in and
market acceptance

Managing multiple
bottom lines

Networking with
stakeholders,
collaborative
partnerships, and
alliances

29. Broadly, what training and learning methods do you consider to be most suitable and practical for social enterprise staff and Board members? *

You may select multiple answers

- In-class training (face to face)
 - Work based learning, e.g. real-life learning scenarios and groupwork where students engage with social enterprises to discuss and try to resolve real work-based challenges, study visits etc
 - Online training - in your own time
 - Online training - with a class, at a set time
 - Blended learning (mix of online, work based learning and face to face training)
 - Seminars from successful social entrepreneurs on overcoming key challenges
 - Shadowing social enterprise staff and managers in their workplace/s
 - One to one online or face to face mentoring sessions with 'homework' undertaken on real work within social enterprises
 -
- Other

30. What are the main barriers to training participation for staff and Board members within your organisation? *

You may select multiple answers

- Lack of accessible/ available training courses on relevant subjects
- Lack of basic skills, training and knowledge in relevant subject areas
- Lack of staff capacity
- Unavailability of funding to pay for further study / training in these fields
- Lack of available time
- Lack of learning culture
-

Other

Thank you

Thank you for taking the time to complete this questionnaire. The information you have provided will help us to develop learning materials which we hope will respond to some or all of the training needs identified across all of the Social Enterprises surveyed.

2/18/2021

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