

Structured Review – Best Practice Guidelines

HPSNZ Knowledge Edge | Last updated: April 2026



Introduction

Structured Reviews are defined as a formal, planned process used to assess and reflect on an NSO's preparation and performance environments. These reviews are intended to support learning and continuous improvement in the high-performance sport sector and are recommended to be undertaken on an annual basis.

The following document is designed to provide clear, evidence-based recommendations that help ensure consistency, quality, and effectiveness when undertaking structured reviews. It is advised that these recommendations be considered alongside Sport NZ Group's Data Collection, Use and Disclosure Framework.

Planning and Design

Purpose

Ensure there is a clear and documented purpose for the data being collected, including its intended use.

- What is this review being used to inform and how will data / insights be utilised?
- Who are the review findings intended to be shared with?
- Does the data collection align with HPSNZ's organisational purpose?
- Does this review fit with the NSO's learning priorities and strategic plan?
- What is the minimum amount of data required to fulfil the intended purpose?
- Will the review involve the collection of Māori data, if so, have the Kāhui Rautaki Māori been consulted?

Context

Consider characteristics of the participant group, as well as the context in which data collection will occur.

- What stage is the NSO at in their learning journey (including how open are they to lean into growth and development opportunities)?
- Whose voices need to be captured, based on the purpose of the review?
- What is the size of the participant group?
- What are the key characteristics of the participant group, and how can inclusivity and diversity be effectively supported – especially for those individuals with different communication, learning, or cultural needs?
- How accessible is the participant group (e.g. time availability, logistics of coordination)?
- What is the capability and capacity of those leading the review?

Methodology

Identify the data type and collection tool that best aligns with the intended purpose and context (including reporting needs).

- Quantitative data (e.g. rating / Likert scales, close-ended survey questions) provides quick, measurable, and objective insights, allowing for easy comparison across groups or time periods.
- Qualitative data (e.g. open-ended survey questions, focus groups, interviews) provides rich, detailed insights, capturing greater depth and the explanation behind participants' responses.
- If using existing technology to capture the data, speak to the tool owner to develop your data collection approach. If the required technology is not currently in use within the organisation, you need to go through the New Technology Framework process to implement a new tool.

Question Set

Utilise consistent question sets to track responses overtime (e.g. the presence of recurring and emerging themes). See KE Structured Review Core Question Set.pdf for an example of recommended question sets.

Timing

Co-ordinate delivery timelines to align with participant's training and competition schedules, as well as other learning / data collection activities, noting that overlapping priorities and competing commitments may impact the quality of implementation.

Data Collection

Please Note: Before collecting any personal information, you will need to complete a Privacy Risk Checklist and send it to the Privacy Officer. See the Privacy Impact Assessment Process for more information.

Data Minimisation and Reuse

Ensure the data collection focuses solely on essential information that is not already available.

- What is the minimum amount of data required to fulfil the intended purpose of the review?
- Can this information be sourced from an existing dataset instead of collecting it again?

Data Security

Ensure necessary protocols are in place to protect against unauthorised access, theft, or misuse of data / information.

- Is a Security Risk Assessment needed? Please consult with IT if you are unsure.
- How will information / data be collected and stored securely?
- Does data need to be shared? If so, to whom and why, and can the data be shared securely?

Confidentiality and Privacy

Minimise access to participants' personal information, while also ensuring that the right people can access and use this information. Wherever possible, de-identify participant information to safeguard confidentiality.

- Who needs to have access to participants' raw information / data?
- How will psychological safety be maximised?
- How will personal information be protected?
- What measures will be taken to ensure that individuals are not identifiable?

Informed Consent

Invite participants to take part, providing written confirmation outlining the purpose of the review, how the feedback will be used, who will have access to participants' raw data, and who they can contact for further information.

- What consent do we have to collect data for this review?
- Will any data need to be collected from vulnerable groups (e.g., children)? If so, how will consent from these groups be obtained?

Escalation

Confirm a clear, accessible, and consistent process for raising and addressing any issues or concerns that may be identified within participants' survey or interview responses.

- How will these concerns be identified and addressed?
- What support will be offered (to both the participant and researcher) through this process?
- Who needs to be informed that an escalation has occurred?

Data Reliability

Maximise participation rates to ensure that generated insights accurately reflect the population sample and are free from bias.

- What processes will be put in place to encourage participation rates?

Data Processing and Communication of Insights

Clean and Analyse Data

Uncover patterns, trends, and relationships within the data / information, and where appropriate between sub-groups (e.g. athletes, coaches, and support staff).

- What process will be followed to clean and convert the data into the required format for analysis?
- What statistical or thematic analysis techniques will be used to interpret the collected data?
- What steps will be taken to ensure the analysis process is rigorous (e.g. peer review, triangulation)?
- What steps will be taken to guarantee that collected data is used only as intended?

Reporting Insights

Summarise insights into a written report or presentation.

- What template/format(s) will be used to share the results (e.g. summary report, presentation, infographic)?
- How will the report protect individual confidentiality while still conveying meaningful trends.
- How will the results be communicated in a way that supports comprehension and decision making?
- How will the output be tailored to the needs of the intended audience?

Information Sharing

Close feedback loops and promote transparency by sharing insights with participants and other key stakeholders.

- Who are the agreed recipients of the findings (e.g. will it be made public or delivered to a targeted group)?
- What is the planned approach for sharing insights (e.g. format, timing, level of detail)?
- What processes will be used to ensure secure information sharing?

Reflection

Create space to explore learnings, share ideas, and develop solutions and innovations.

- How will the NSO role model a learning culture?
- What follow-up communication or engagement will occur after the initial sharing of insights?
- How will areas needing further exploration and/or action be identified?
- How will learnings be used to inform future decision making?
- What mechanisms are in place to demonstrate how participant feedback has informed decisions or actions?

Data Archiving and Disposal

Data Retention

Establish clear protocols for retaining data and its outputs, including specifying the duration and format of storage, and disposal of data once it is no longer required.

- What is obligation for this data, or its outputs, to be retained?
- If so, how long for, and in what form?
- How will information / data be securely disposed of once it is no longer required?
- How will participants be informed about these processes?

Structured Review – Quality Checklist

Planning and Design

1.	The review aligns with the NSO's strategic priorities and learning goals.	
2.	There is a clear and documented purpose for the data being collected, including how this information / data will be used.	
3.	The information being collected aligns with organisational purpose.	
4.	The data collection method is appropriate for the purpose and context of the review.	
5.	Kāhui Rautaki Māori have been consulted where necessary.	
6.	The question set is consistent and aligned with the review's purpose and allows for tracking of recurring and emerging themes over time.	
7.	The participant group reflects the range of perspectives necessary to meet the review's objectives (e.g. athletes, coaches and/or support staff, travelling team members or full training group).	
8.	The timing of the data collection is coordinated with relevant activities (e.g. training, competition, other learning initiatives).	
9.	The review team has the capability and capacity to implement the process effectively and in a timely manner including facilitation, analysis, and reporting.	

Data Collection

1.	A <u>Privacy Risk Checklist</u> has been completed and sent to the Privacy Officer.	
2.	Ethical considerations are upheld, including informed consent and confidentiality.	
3.	The data collection focuses on essential information that is not already available.	
4.	Participants have been notified about how their information will be used, who will have access to their raw data, and who they can contact for further information.	

5.	Data is collected, stored, and shared using secure systems and protocols to prevent unauthorised access or misuse (please remember to consult with IT and complete a Security Risk Assessment if you are unsure).	
6.	Participant privacy is safeguarded through de-identification processes where possible.	
7.	Access to participants' information / data is kept to a minimum and limited to those with a clear need.	
8.	Escalation processes are clear, transparent and rigorously followed when concerns arise.	
9.	Efforts are made to encourage participation and reduce bias, ensuring that insights are representative of the participant group ($\geq 70\%$).	

Data Processing and Communication of Insights

1.	The statistical or thematic analysis methods used are appropriate for the data type.	
2.	The analysis process contains rigour to ensure interpretations are accurate and trustworthy.	
3.	Relevant contextual and external factors are accounted for in the analysis process.	
4.	The collected data is used strictly in accordance with its original purpose.	
5.	The format of reporting supports clear communication and actionable insights.	
6.	Reporting includes aggregated data wherever possible.	
7.	The review findings are securely shared with relevant stakeholders, in a timely and transparent manner, closing feedback loops.	
8.	Structured follow up activities are in place to facilitate discussion, inform decision making, and embrace learning.	
9.	Areas for further exploration are identified.	
10.	Mechanisms are in place to show how participant feedback has informed decisions or actions.	

Data Archiving and Disposal

1.	Retention and disposal practices align with relevant data protection regulations and organisational policies.	
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Additional Resources

Documentation required

- [Privacy Risk Checklist](#)

Guiding Documents

- [Privacy Impact Assessment Process](#)
- [Privacy Training for all staff in SportTutor](#)
- [Te Mana Raraunga](#)
- [Nga Tikanga Paihere Guidelines \(data.govt.nz\)](#)
- [New Zealand Data and Information Management Principles\(data.govt.nz\)](#)
- [Retention and Disposal Schedule](#)
- [RANZ Code of Practice](#)

Sport NZ Group Policies

- [Sport NZ Group Privacy Policy](#)
- [Sport NZ and HPSNZ Information Security Policy](#)
- [Sport NZ and HPSNZ Information and Records Management Policy](#)