



Surviving to Thriving: Workforce Strategies for Success

About FutureNow

FutureNow – Creative and Leisure Industries Training Council is one of 10 Industry Training Councils in Western Australia.

FutureNow brings together industry leaders, training organisations and action groups to make recommendations to government regarding workforce development strategies and Vocational Education and Training system funding priorities.



Current Workforce Research in the Sport and Recreation Industry

- FutureNow *Sport, Recreation and Racing Workforce Development Plan*
- APEX HRC *State Sporting Association Learning and Workforce Development Project*
- Service Skills Australia *Getting on Track for Change: A Workforce Development Strategy for the Sport and Recreation Industry*

Sport, Recreation and Racing Industry Workforce Development Plan 2010



Workforce Development – Western Australia

The object of FutureNow's sport, recreation and racing industries Workforce Development Plan is to:

Identify the skills and workforce development priorities for Western Australia's sport, recreation and racing industries and to foresee emerging influences on workforce development and training issues.

The 2010 version of the Plan was submitted to the WA DTWD on the 30th September 2010. The DTWD will release a 'Whole of State' Workforce Development Plan by the end of 2010.

Environmental Scan – Overview of the Sport, Recreation and Racing Industries in WA

Size and Distribution

Demographics of Workforce

Trends Analysis

Qualification Profile of Workforce

Economic Drivers

Regulatory Requirements

Social Impact

Technology

Impact of Globalisation

Sustainability

Impact of Government Policy/Decisions

Key points of the research undertaken:

- 75,155 persons had their main job in a sports and physical recreation occupation in Australia in 2006. Of these, 7,446 were employed in WA
- Nationally, 59% were males and 41% females
- 52.8% of all persons employed hold a recognised post-school qualification
- The occupations with the greatest number of people employed in WA are fitness instructors, greenkeepers, swimming coach/instructors, sports centre manager, and sports coach/instructor

Key points of the research undertaken (*cont*):

- Approximately 1.7 million Australians volunteer in sport and recreation organisations
- The 20-24 year age group has the largest number of persons employed in sports and physical recreation occupations
- The median age of people employed in sport is 33, compared to the median age of the Australian workforce at 37.
- 51.3% of the sport and physical recreation workforce work part-time (i.e. less than 34 hours a week)
- 52.1% of persons employed in sport and physical recreation occupations received a gross weekly income between \$250 and \$799

Industry Trends

- Australia's ageing population
- Rising obesity levels and associated health issues
- Convergence of industry boundaries
- Trend away from activity based sports towards entertainment-related activities
- Health Agenda

The Workforce Development Plan outlined:

- Labour and skills needs
- Issues, barriers and opportunities for training and employment
- Call for industry action
- Action plans and strategies
- The way forward – approach and linkages
 - information gaps
 - partnerships





Government of Western Australia
Department of Sport and Recreation



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State Sporting Association Learning & Workforce Development Survey

Project Report Summary



SSA Learning & Workforce Development Project

- ▶ Developed out of discussions within HRIAG
- ▶ Joint initiative between DSR, WASF & FutureNow
- ▶ Aimed at identifying current & future learning & workforce development needs within the industry
- ▶ Objective to provide qualitative and quantitative data across the industry
 - Information will support DSR, WASF & FutureNow decision making regarding investment and strategy development
 - First time such a comprehensive analysis has been done



SSA Learning & Workforce Development Project

- ▶ Information gathering phase of project conducted via Survey
 - Soft copies sent to all SSA's
 - On-Line capability at futurenow.org.au
- ▶ Core areas of research include;
 - Demographic & workforce development information
 - No. of employees & gender mix
 - Sources & methods of recruitment
 - No. of leavers
 - Length of service
 - Planned expansion
- ▶ Learning & Development
 - Leadership Development
 - Management Development
 - Technical Competence
 - Organisational Design & Structure
 - Financial & IT Systems
 - Club/Volunteer related issues



Demographic & Workforce Development Findings

- ▶ SSA's employ more than 1,200 (including casual/seasonal)
- ▶ 51% permanently contracted staff Male, 49% female
 - 79% full time, 21% part time
- ▶ Two-thirds of workforce possess 3 years or less length of service
- ▶ Staff turnover (permanent staff) of 47% in past 24 months
- ▶ 70% of respondents cited recruits come from within the industry or via internal promotion
- ▶ Only 2% of respondents indicated plans to reduce staffing in coming 12 months
 - Most common role planned for recruitment was that of Development Officer
- ▶ More than 120,000 volunteers are involved in sport in Western Australia



Learning & Development Findings

Respondents ranked major areas of support required in the following order;

1. Leadership Development
 2. Management Development
 3. Technical Competence (Staff Development)
 4. Club Development/Volunteer management
 5. Organisational Structure & Design
 6. Finance & IT systems
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- ▶ On-site, modular type courses were the preferred method of delivery
 - ▶ General consensus on priorities



Learning & Workforce Development Project

Key Recommendations

1. “Provide continued education and support in regard to workforce development initiatives and feasible implementation strategies that support the recruitment, development and retention of a skilled permanent and volunteer workforce within the sports industry in WA”
2. “Undertake a coordinated and targeted approach to meet the identified learning & development needs of the State Sporting Associations in WA”
3. “Ongoing research is conducted (annually) to ensure future learning & workforce development trends and needs are monitored and identified in order that investment, strategies and decision making supports the needs of the industry”
 - Above represent broad recommendations
 - Detailed list of recommendations contained within the report



Service Skills Australia Getting on Track for Change: A Workforce Development Strategy for the Sport and Recreation Industry



A National Workforce Strategy for the Sport & Recreation Industries:

- Leadership
 - Undertake effective planning activity
 - Develop the capacity and capability of the industry's boards
 - Undertake effective succession planning activities
- Supporting Training for Volunteers
 - Ensuring that skill development for volunteers is cost effective, delivered in an appropriate format and relevant to the individual's volunteer duties

Common themes across the research :

- 1) Leadership
- 2) Governance
- 3) Supporting the unpaid workforce



The Challenge for Employers

- Predominantly young, highly mobile workforce
- Multigenerational workforce
- High proportion of part-time/casual employment
- Large number of volunteers
- The challenge of industry image – not seen by many as a ‘real’ career option
- Invisible career pathways
- Lure of the resources sector
- Employees looking for work/life balance

Retention Strategies – *Good Practice Staff Retention Strategies of Small Businesses in Western Australia*

1. Linking recruitment to peaks and troughs
2. Targeted recruitment practices
3. Aptitude testing
4. Recruitment practices
5. Induction programs
6. Initial support/mentoring
7. Job design – challenging and responsible work with clear expectations
8. Utilising the full range of the employee's talents and skills
9. Delegated responsibility

Retention Strategies – *Good Practice Staff Retention Strategies of Small Businesses in Western Australia*

10. Leadership, supervision and management styles that foster a positive employee/employer relationship
11. Supportive performance management processes
12. A perception of fairness and equitable treatment across the organisation
13. Stress/workload management processes
14. Working environment
15. Pay and pay related factors
16. Recognition, rewards and appreciation

Retention Strategies – *Good Practice Staff Retention Strategies of Small Businesses in Western Australia*

18. Employer funded 'on-the-job' training/staff development
19. Employer funded 'off-the-job' training/staff development
20. Career paths
21. Coaching/mentoring schemes
22. Encourage 'higher duties' (temporary promotion) and other development opportunities

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