

2017 Sport and Recreation Paid Workforce Survey

Prepared for Sport NZ Group

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Executive Summary

This report presents the findings of the 2017 Sport and Recreation Paid Workforce Survey. The results outlined in this report are based on a total sample of n=1,145 paid employees of 114 organisations in the sport and recreation sector. These organisations include a broad cross-section of National Sports Organisations (NSOs), Regional Sports Organisations (RSOs), Regional Sports Trusts (RSTs), National Recreation Organisations (NROs), Territorial Authorities (TAs), and relevant government agencies/ crown entities.

Key Findings

Snapshot of the Sport and Recreation Workforce

- 2017 survey respondents had worked in their **current role** for 2 years and 8 months on average and in this and other paid employment in the sport and recreation sector for just over 11 years on average. Employees of government agencies/crown entities had the longest average length of service in the sector, at nearly 13 years.
- Survey results indicate that more than 40% of paid employees are currently working in their **first paid role** in the sport and recreation sector. This proportion increases to 65% amongst employees of NROs.
- The great majority of people in the sector are employed on permanent employment agreements (77%), and most work on a full-time basis (88%) – 30 hours a week or more.
- Paid employees work on average 43.1 hours per week, while only employed to work 37 hours per week. This represents an additional 5.3 hours worked per week on average. Employees of RSOs have the longest average working week (47.3 hours) – a significant average of 9.9 hours more than they are employed to work each week.
- Full-time employees work an average 45.6 hours a week (while employed to work 39.4 hours); part-time employees 22.5 hours (while employed to work 19.4 hours per week on average).
- Survey results indicate that more than 60% of paid employees are formally qualified at NCEA Level 7 or above (i.e. Bachelor's Degree, Graduate Diploma or Certificate). Over half of those with formal educational qualifications had/also had qualifications specifically related to the sport and recreation sector.
- The workforce profile has a slight skew towards female employees when compared to the population profile by gender. The workforce of RSTs and NROs is significantly female skewed, while the reverse is true of RSOs and NSOs.
- The age profile of the sample is clustered heavily between 25 and 59 years of age, as would be expected of a workforce sample. There were only a handful of respondents between 15 and 19 years of age, and just 7% of the sample was aged 20 to 24 years of age. At the other end of the age spectrum, just 8% of the sample was aged 60 years or more.

- In total, 75% of the sample identified as NZ European and 14% as Māori. Employees of government agencies/crown entities were more likely to identify as NZ European and less likely to identify as Māori, relative both to the overall sample distribution and the population as a whole.
- Insight on the personal priorities of people working in the sport and recreation sector provides valuable context for workforce planning activities. The largest group of survey respondents identified **spending time with family or friends** as one of their top three priorities. Significant groups also selected **raising my family** and **building my career** in this context. **Saving money/reducing debt** and **keeping fit** ranked fourth and fifth in the list of life priorities and each was amongst the top 3 priorities for just over a quarter of the sample. Priorities differ by age group, with younger people most focused on career development.
- The highest earning employees in the sector are those employed by government agencies/crown entities and NSOs. Those employed in roles relating to High Performance Coaching, High Performance Programmes/Campaigns and Leadership and Management also receive incomes well above sector averages. However, it is noted that people in these roles also work significantly more hours per week than the average.

Entering the Sport and Recreation Sector

- Over half of employees enter the sport and recreation sector via an NSO, RSO or RST; with nearly a fifth of respondents entering into an admin and support services role.
- Interestingly, survey results indicate that more than a quarter of those in the workforce were offered their first paid role in the sector by someone they knew or met **without any formal application process**. This suggests that more than a quarter of the workforce obtained their first role in the sector without a formal recruitment and/or assessment process.
- Survey results also indicate that just 19% of those working in paid employment had specifically sought out a role **because it was in the sport and recreation sector**. The remaining 80% were attracted more by the **role** on offer.
- Almost 25% of respondents found it difficult to secure their first paid employment in the sector. Unsurprisingly, 25% of respondents who obtained their first role without any formal application process found it very easy to secure their first role, compared to just 9% who saw the role advertised and applied.
- Nearly 40% of survey respondents had held three or more roles in the sport and recreation sector.

Experience in Other Sectors

- In total, 88% of respondents had worked in paid employment in sector/s other than sport and recreation. Most commonly, roles held in other sectors were Professional, Managerial and/or

Clerical/Administrative. By industry, respondents had most commonly held roles in education and training, retail trade and/or administrative and support services.

Volunteer Experience in the Sport and Recreation Sector

- Just over one in three paid employees are also current volunteers in the sport and recreation sector, and 49% have worked as a volunteer or unpaid intern in the past. Most often, volunteers are coaching a team or individual, providing general support for a team or club, managing a team or individual and/or assisting with the staging or management of events.
- The main drivers of volunteer activity are a personal passion for a sport or recreational activity, an altruistic attitude and desire to 'give back', a desire to encourage or share enjoyment of a sport/activity with children and other family members, and a drive for personal development.

Experience of Paid Employment in the Sport and Recreation Sector

- Survey results indicate that people are most often attracted into the sport and recreation sector by an opportunity to work with a sport/activity in which they have a personal interest. Many are also attracted by expectations of opportunities to learn and develop personally, career opportunities and an opportunity to make a difference.
- For the most part, this first employment experience in the sport and recreation sector meets or exceeds expectation, due largely to opportunities to develop professionally, job satisfaction gained in the role, and organisational culture.
- Many of the factors that attracted people to their first role in the sector were also important in attracting people to their current role (i.e. the opportunity to work with a sport/activity in which they have a personal interest, opportunities to learn and develop personally, career opportunities and lifestyle 'fit').
- As with their first paid role, the great majority of respondents felt that their current role had met or exceeded expectation. This was largely due to having opportunities to learn, develop and grow professionally in the role and again, an understanding of what the role entailed.
- Overall, it seems that paid employees are moderately satisfied in their current roles. Most understand how their role contributes to their organisation's objectives and feel they have the level of skill needed to perform their job successfully. Most also rate the level of collegial support they enjoy and flexibility offered in the current role as a highlight. On the other hand, many feel they aren't well-rewarded or recognised for the contribution they make and many are critical of the resources they have available to do their job.
- Employees of NROs were more likely than others to express concern about aspects of their current roles, while people are typically **most satisfied during their first year of employment** in a given role. Satisfaction on almost all measures was higher than average amongst this group and is suggestive of a 'honeymoon period', after which initial enthusiasm appears to wane.

- On average, respondents intend to stay in their current roles for another 3 years and 1 month. Perhaps unsurprisingly given lower levels of job satisfaction, employees of NROs intend to stay for the shortest remaining time at 2 years and 6 months.
- Respondents most frequently highlight colleagues, opportunity to work in areas of personal interest and an opportunity to develop personally as benefits of working in the sector. The greatest challenges respondents highlighted were poor salary/remuneration, long working hours and limited opportunities to progress.
- Over half of all paid employees in the sector are classified as ‘promoters’ in relation to their **current role** (i.e. they would strongly recommend their role to others). Almost 20% are ‘detractors’ (i.e. they are unlikely to recommend their role or are neutral on this question). Results can be expressed as a ‘Net Promoter Score (or NPS)’ of 32 for current roles in the sector.
- In respect of their **current employer**, again more than half of all paid employees can be classified as ‘promoters’ (i.e. they would strongly recommend employment with this organisation) and 18% can be classified as ‘detractors’. The Net Promoter Score for organisations across the sector (as employers) is 34.
- In total, 41% of paid employees can be classified as ‘promoters’ in respect of **employment in the sport and recreation sector** (i.e. they would strongly recommend employment in the sector) and 16% can be classified as ‘detractors’. This results in a Net Promoter Score for the sector of 25. However, this varies considerably based on the type of organisation for which the respondents currently works, and ranges from a high of 35 (for NSOs) to a low of 4 (for NROs).



Future Aspirations

- Survey results indicate that the sector contains a ‘hard core’ of 9% who are only ever interested in working in the sector and 66% who would **prefer** to remain in the sector (a combined total of 75% of the paid workforce who would like to stay in the sector).
- However, less than half of all survey respondents believed there were good or excellent employment opportunities in the sector **for them personally**.
- Nearly 60% of those who would like to remain in the sport and recreation sector aspire to leadership and management positions. Other commonly ‘aspirational’ areas of work include events, governance, high performance programmes/campaigns and programme delivery.

- The largest group of sector employees aspires to work in an NSO (64%), with greatest appeal coming from current employees of NSOs and RSOs.

Workforce Planning in the Sport and Recreation Sector

- Feedback from Chief Executives suggests that over 80% of organisations in the sport and recreation sector have some focus on Workforce Planning – most commonly a focus on staff development planning. However, only 22% have completed a formal analysis of workforce requirements. More than half signalled that their organisation is collaborating with others to address workforce challenges.
- According to Chief Executives, the roles in which the greatest need exists for skill development are National and Regional Facilities Managers.
- Chief Executive, Board Chair, High Performance Director and Head/High Performance Coach roles are considered to take longest to recruit for.

Year on Year Changes

While differences are apparent in the 2016 and 2017 survey results, these differences can be attributed to the characteristics of each year's sample and not to any change in workforce characteristics or perspectives over time. Analysis of results for the group of organisations whose employees contributed to the survey in both years – 60 organisations in total, contributing employee samples of n=766 in 2016 and n=716 in 2017 – shows that there has been **no significant change on any measure** to date.

Conclusions

As in 2016, the 2017 paid workforce survey highlights a number of opportunities for development of the Sport and Recreation Sector workforce, but also a number of risks.

It is clear that the workforce is highly motivated with an inherent passion for sport and recreation, a belief in the value of the work undertaken in the sector, and a drive to make a difference. This extends beyond paid employment to the considerable volunteer contribution that paid employees make to the sector.

However, while the majority of employees have a genuine passion for sport and recreation and a desire to contribute meaningfully to the sector, many do have reservations about working in the sport and recreation sector and a number of concerns are apparent (including workloads, poor pay, resourcing and management/leadership). Those working in NROs appear to be at greatest risk: they are most likely to express negative views; intend to remain in their current roles for the shortest period of time, on average; and provide the lowest scores on all three Net Promoter Score (NPS) measures (role, organisation and sector).

Across the sector as a whole, findings concerning **average hours worked** relative to the number of hours **employed to work** per week are worth noting in particular. Survey respondents on average reported working for 5.3 hours each week more than they were contracted and paid to work. This rises to an additional (almost) 10 hours a week amongst employees of RSOs. While findings show that the sector has a highly-motivated workforce, there are signs that such 'over work and under pay' erodes motivation. Feedback from employees suggests that this is one factor in the declining level of job satisfaction that employees report following their first 12 months 'on the job'.

As seen in 2016, feedback from 2017 survey respondents reinforces that many employees see limited opportunity for career progression in the sport and recreation sector. While many aspire to leadership and management or other roles, fewer than half of those currently employed in the sector believe these opportunities are available to them. Furthermore, results show that many leaders/managers are appointed from positions outside of the sport and recreation sector. While a broader base of experience and fresh perspectives can be beneficial, this practice can also shut down opportunities for those wanting to progress from within the sector.

The 2017 results reinforce again that many of those working in the sector are employed on the strength of their contacts and networks. These people may or may not be best qualified for, or best suited to, the roles to which they are appointed and this is not 'tested' through current practice. As with recruitment of employees from outside of the sector, it may also mean that opportunities for career progression are not available to those already working in the sector.

There certainly seems scope to better define and promote the career opportunities that are available to those working in the sector and then to provide greater support for those wishing to progress (including through open and transparent recruitment practice). The planning and development of career pathways for talented young people is a priority that was highlighted by many Chief Executives responding to the 2017 survey.

Finally, it seems important to continue the sector's focus on workforce planning and management. Current results show that, as yet, there has been no overall shift on the measures included in the workforce planning survey, but the **need** remains if the sector is to ensure that it has the skilled workforce capable of meeting its current and future needs.

Introduction

In 2013, BERL Economics was commissioned by Sport NZ (in partnership with NZRA and Skills Active) to undertake a study into the paid workforce in the sport and recreation sector. This study confirmed that the sector included almost 62,000 paid employees in 2010, in addition to the nearly-one-million volunteers estimated by Sport NZ.

The BERL report forecast workforce requirements for the then 13-year period to 2026 and suggested that the sector would face increasing competition for skilled workers in its efforts to attract and retain the people needed. Recognising the challenges ahead, Sport NZ, NZRA and Skills Active collaborated to develop a Workforce Planning Framework for the sector. This Framework was designed to encourage a proactive approach to workforce planning across the sector and identified four priority areas of focus.

Building the capability of people within New Zealand's sport system is a key strategic priority for the Sport NZ Group (comprising Sport New Zealand and High Performance Sport New Zealand). To this end, the Sport NZ Group has applied the Workforce Planning Framework to the development of a Workforce Planning (WFP) Programme, primarily for its sector partners.

This Programme is designed to ensure that the sector has a skilled workforce, capable of delivering quality sport and recreation experiences that meet the current and future needs of New Zealanders. To this end, the WFP Programme focuses on: -

- a) understanding the sector workforce;
- b) developing capabilities;
- c) building talent pipelines for critical roles;
- d) developing leadership capability at multiple levels; and
- e) supporting sector partners in workforce planning.

Research Objectives

A comprehensive survey of the sport and recreation workforce was first undertaken in 2016 to support activities in Sport NZ's WFP Programme. The research was designed to: -

- enhance understanding of the needs, attitudes, motivations and behaviours of the sector's paid workforce;
- inform the development of recruitment, retention, succession and development activities;
- drive other workforce planning activities (such as the mapping of career development opportunities and pathways, and the design of a promotional strategy through which to effectively target current and future employees and key influencers); and
- create a set of benchmarks against which to measure trends over time and to evaluate the impact of WFP Programme activities.

The current report outlines the findings of a subsequent survey undertaken in 2017. The 2017 research was designed to assess the extent of any change that had occurred since the first survey was undertaken in 2016, to provide direct feedback on workforce planning needs within their organisations to a larger set of Sport NZ partners, and to re-establish a comprehensive benchmark using both 2016 and 2017 results.

By further reinforcing the skills and qualifications needed to work in the sector, suitable recruitment strategies and effective approaches to workforce development and promotion, the latest results will also feed into the ongoing development and implementation of the Sport NZ Group Workforce Planning Programme.

Research Approach

2016 Workforce Planning Research

The 2016 Workforce Planning Research employed a combination of qualitative and quantitative research methods. Qualitative interviews were undertaken to provide input to the initial design of the workforce planning survey, providing insight on the needs, motivations, expectations and experiences of people working in the sector. The qualitative research was followed by a large-scale survey involving n=1,039 people employed by 102 organisations across the sector.

2017 Workforce Planning Research

To measure change and to provide confidential workforce planning information to a wider set of Sport NZ Group partners, only the survey component was repeated in 2017.

A comprehensive database of organisations in the sport and recreation sector was compiled with the assistance of Sport NZ. These organisations were contacted with a request to supply a staff database for the paid workforce survey, firstly by Sport NZ and then by Angus & Associates. A number of follow-up contacts were made both by Sport NZ and Angus & Associates, to secure the databases required for the survey.

In 2017, **114 organisations** contributed to the survey. These organisations included national sports organisations (NSOs), regional sports organisations (RSOs), regional sport trusts (RSTs), territorial authorities (TAs), national recreation organisations (NROs) and government agencies/crown entities.

A total of n=2,725 people were invited to participate in the confidential workforce survey, of whom **n=1,145 had responded** by the date the survey closed (26 April 2016): a 42% response rate overall. This compares very favourably with typical online survey response rates.

This report summarises the overall findings of the survey. Organisation-specific summaries have been prepared for 40 organisations which had at least 10 employees complete the survey. These detail the individual organisation's results relative to its sub-sector averages and the averages for the sector as a whole, and compare 2016 and 2017 results if the organisation had at least 10 employees

complete the survey in both years. Sector-specific summaries have been prepared for all other organisations contributing to the 2017 research.

Measuring Year on Year Changes

As mentioned in the executive summary, while differences are apparent in the 2016 and 2017 survey results, these differences can be attributed to the characteristics of each year's sample and not to any change in workforce characteristics or perspectives over time.

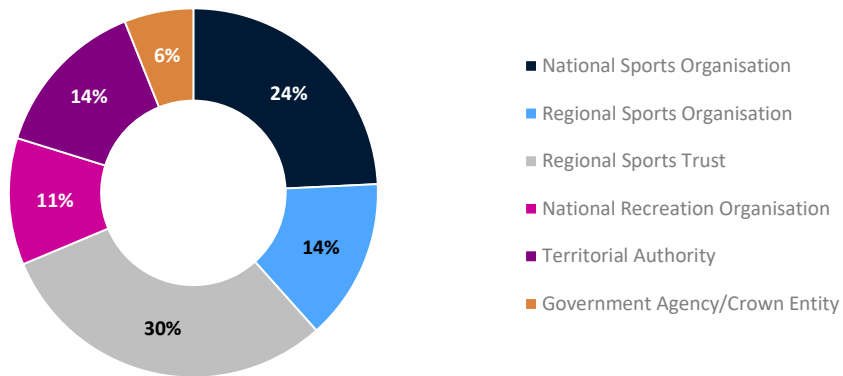
To accurately measure workforce characteristics or perspectives over time, only the responses of employees of organisations that contributed to the survey in both years were compared.

The same approach will be taken in future surveys to ensure that only changes in workforce characteristics or perspectives are measured and not changes in sample composition.

Snapshot of the Sport and Recreation Workforce

Organisation Type

Distribution of sample by organisation type

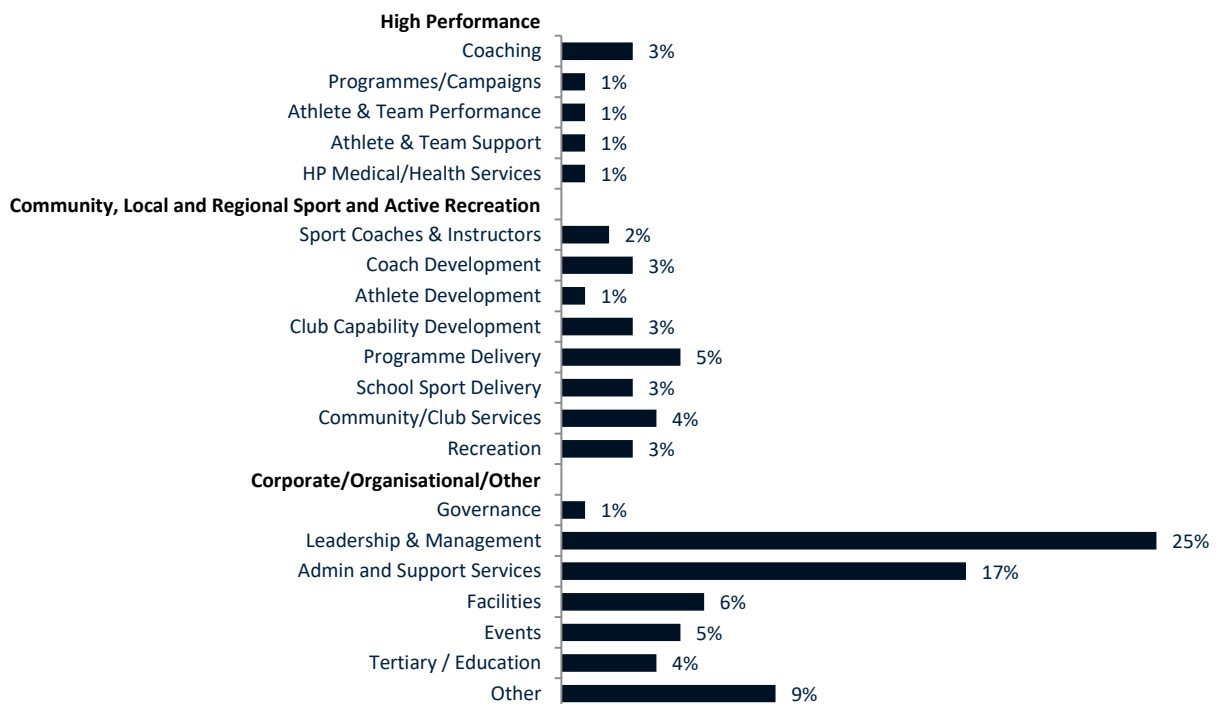


Organisations Prepopulated. Base: Total Sample (n=1,145)

A total of **n=1,145** paid employees from 114 organisations in the sport and recreation sector completed the workforce planning survey. The organisations represented ranged from those with one paid employee to some with hundreds.

Main Area of Work

Q: Which of the following best describes your main area of work?



Single Response. Base: Total Sample (n=1,145)

Employees in leadership and management and admin and support services comprised the largest groups within the sample, at 25% and 17% respectively. This is not unexpected given that many other areas of work are specific to particular types of organisations while these roles are found in most if not all organisations.

Time in Current Role

Q: How long have you held your current role?

Total Average	2 years 8 months
National Sports Organisation (NSO)	3 years 0 months
Regional Sports Organisation (RSO)	2 years 11 months
Regional Sports Trust (RST)	2 years 8 months
Territorial Authority (TA)	2 years 7 months
Government Agency/Crown Entity	2 years 5 months
National Recreation Organisation (NRO)	2 years 2 months

Base: Total Sample (n=1,145)

On average, respondents had worked in their current role for two years and eight months. Employees of NSOs averaged the longest tenure at three years, while respondents working for NROs had, on average, worked in their current role for the shortest period (at two years and two months).

Almost a quarter of respondents (24%) had been in their current roles for less than a year.

Time in the Sector

Q: For how long have you worked in paid employment in the sport and recreation sector (in total)?

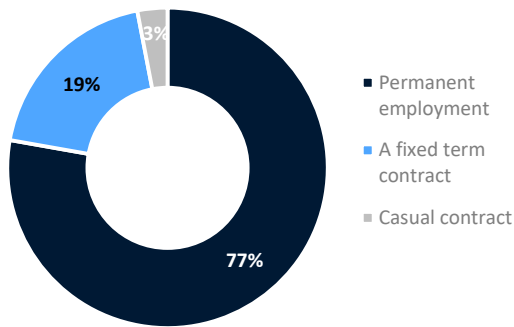
Total Average	11 years 1 month
Government Agency/Crown Entity	12 years 11 months
Territorial Authority (TA)	12 years 8 months
National Sports Organisation (NSO)	11 years 8 months
Regional Sports Organisation (RSO)	10 years 7 months
Regional Sports Trust (RST)	9 years 11 months
National Recreation Organisation (NRO)	9 years 1 month

Base: Total Sample (n=1,145)

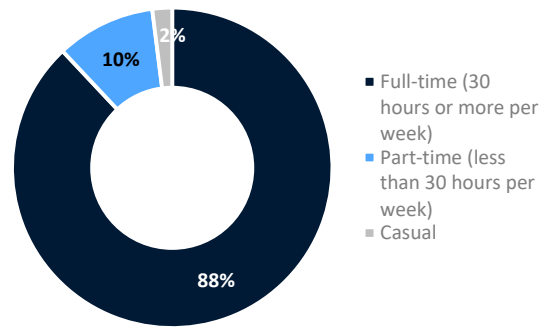
The average time respondents had worked in the sport and recreation sector was 11 years and one month. Respondents working for government agencies/crown entities averaged the longest time working in paid employment in the sector at nearly 13 years.

Employment Agreement Arrangements

Q: Is your current role...?



Single Response. Base: Total Sample (n=1,145)



Single Response. Base: Total Sample (n=1,145)

The great majority of respondents (77%) were on permanent employment agreements and nearly 90% worked on a full time basis.

Average Hours Employed to Work in a Week

Q: How many hours a week are you employed to work?



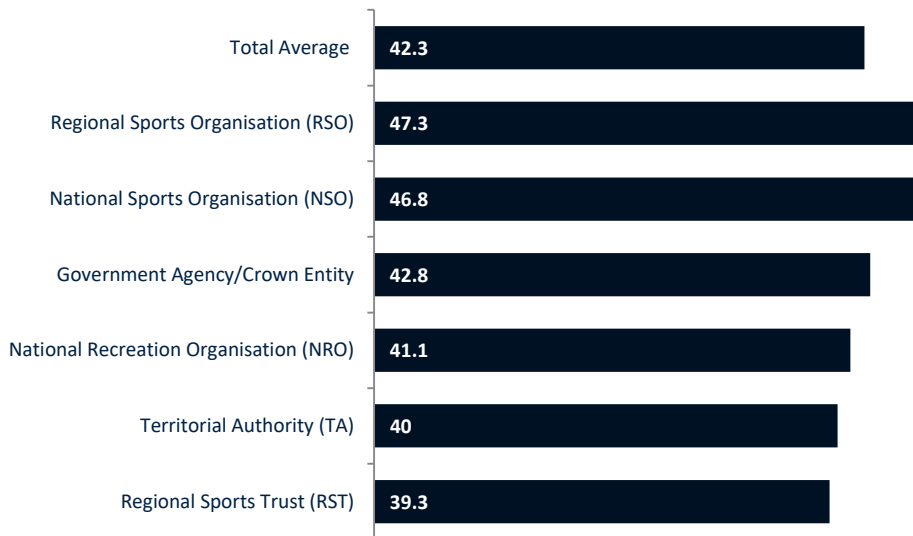
Base: Total Sample (n=1,145)

Respondents indicated that they were employed to work 37 hours a week on average. Those working for NSOs had the highest average of 39.1 hours, while employees of TAs had the shortest at 34.8 hours.

Breaking down the averages by full-time and part-time employment classifications, full-time workers (88% of the sample) were on average employed to work for 39.4 hours of work and part-time workers (who made up just 10% of the sample) were employed to work an average 19.4 hours a week.

Average Hours Worked in a Week

Q: How many hours would you say you work in your current role in an average week?



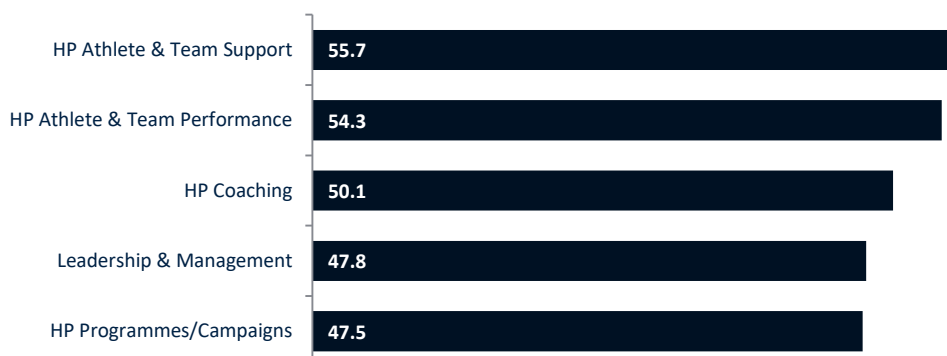
Base: Total Sample (n=1,145)

Employees of almost all organisation types worked for more than 40 hours a week on average (an average of 42.3 hours per week overall). The highest average was amongst employees of RSOs (47.3 hours) and the lowest amongst employees of RSTs (39.3 hours).

Breaking down the averages by full-time and part-time employment classifications, full-time workers (88% of the sample) reported an average of 45.6 hours a week. Part time workers (10% of the sample) averaged 22.5 hours a week.

Analysis of the average hours worked a week by respondents' areas of work showed averages ranging from 55.7 to 24.5 hours a week.

The five areas of work with the longest average working hours per week were: -

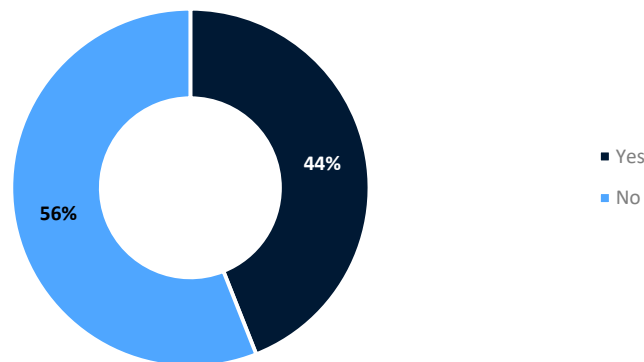


Comparing average hours employed to work with average actual hours worked indicates that employees in the sport and recreation sector are working more hours per week than they are employed to do. This is true across all organisation types, with RSOs having the largest difference of 9.9 hours – more than one standard eight-hour working day.

	Average Hours Employed to Work	Average Hours Worked a Week	Average Additional Hours Worked a Week
Total Average	37.0	42.3	+5.3
Regional Sports Organisation (RSO)	37.4	47.3	+9.9
National Sports Organisation (NSO)	39.1	46.8	+7.7
Territorial Authority (TA)	34.8	40.0	+5.2
Government Agency/Crown Entity	38.6	42.8	+4.2
National Recreation Organisation (NRO)	37.0	41.1	+4.1
Regional Sports Trust (RST)	36.0	39.3	+3.3

First Paid Role in the Sector

Q: Is this (current role) your first paid role in the sport and recreation sector?



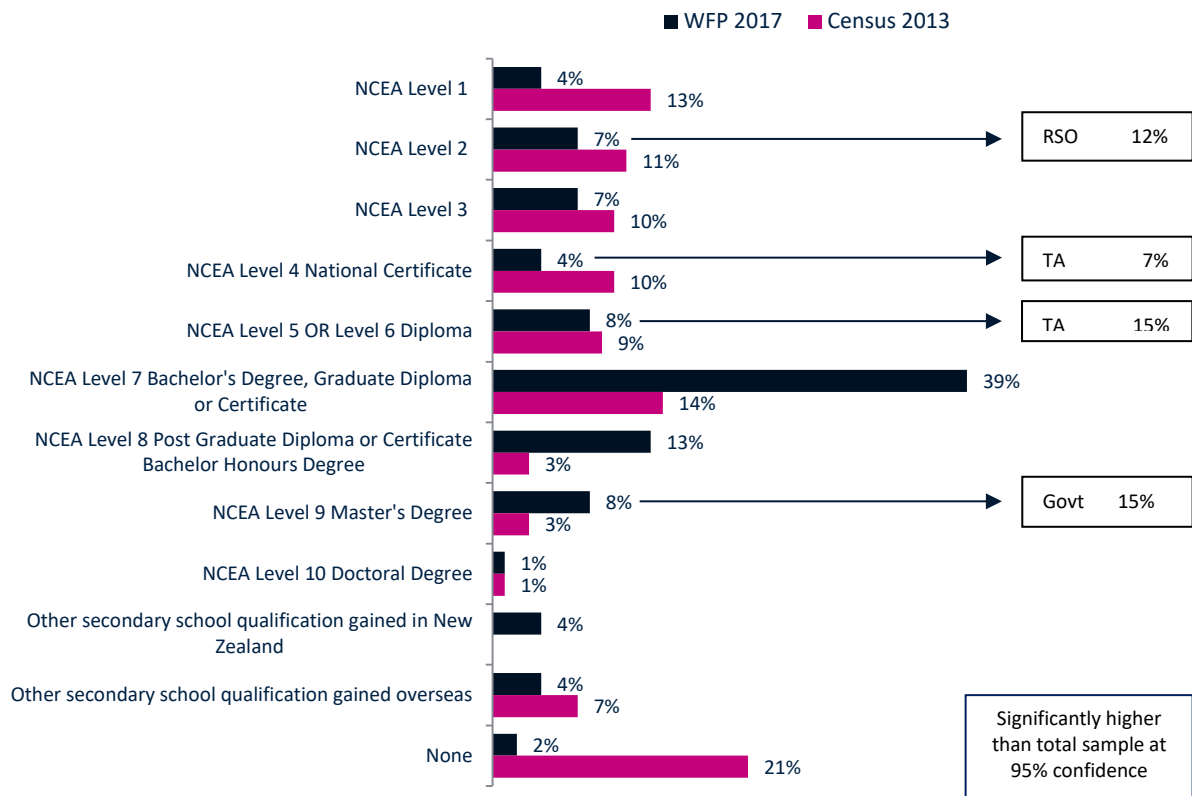
Single Response. Base: Total Sample (n=1,145)

For 44% of survey respondents, their current role is their first role in the sport and recreation sector; a significant proportion of the sample.

Only 34% of those working in NSOs were in their first paid role while, at the other end of the scale, 65% of survey respondents working for NROs were in their first paid role in the sport and recreation sector.

Highest Formal Qualification

Q: What is your highest formal secondary or tertiary qualification?



Single Response. Base: Total Sample (n=1,145)

Nearly 40% of the survey sample had an NCEA Level 7 Bachelor's Degree, Graduate Diploma or Certificate as their highest formal qualification, while another 22% held a formal qualification higher than level 7. In total, more than 60% of the sample was formally qualified at Level 7 or above.

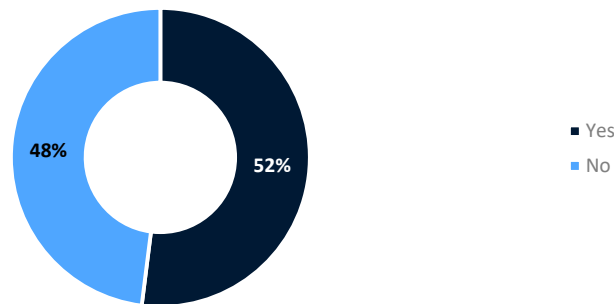
Levels of qualification were relatively consistent regardless of organisation type, with the few areas of variance highlighted above. 15% of those employed by government agencies/crown entities were qualified at 'NCEA Level 9, Master's Degree'.

A comparison of qualifications held with 2013 NZ Census data indicates that the sport and recreation workforce is highly qualified relative to the population as a whole.

Formal Sport and Recreation-Specific Qualifications

Q: Have you completed any qualification/s related specifically to sport and recreation?

NB: Respondents with no formal qualifications were not asked this question

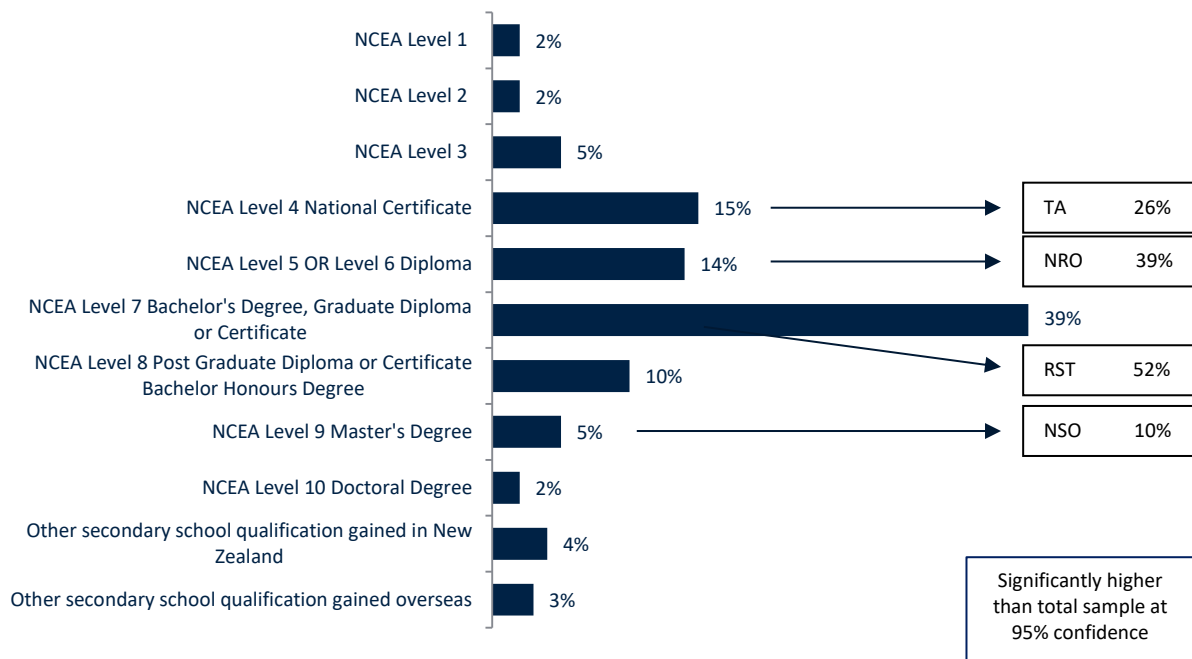


Single Response. Base: Hold Formal Educational Qualification (n=1,128)

Just over half of respondents with a formal qualification had/also had a qualification specifically related to the sport and recreation sector. This proportion was even higher amongst employees of TAs and RSTs, with 62% and 58% respectively having a qualification specific to sport and recreation. Amongst those NRO employees responding to the survey, just 24% of respondents held a formal qualification specifically related to the sport and recreation sector.

Highest Formal Sport and Recreation-Specific Qualifications

Q: What is the highest level at which you hold qualifications which are specifically related to sport and/or recreation?



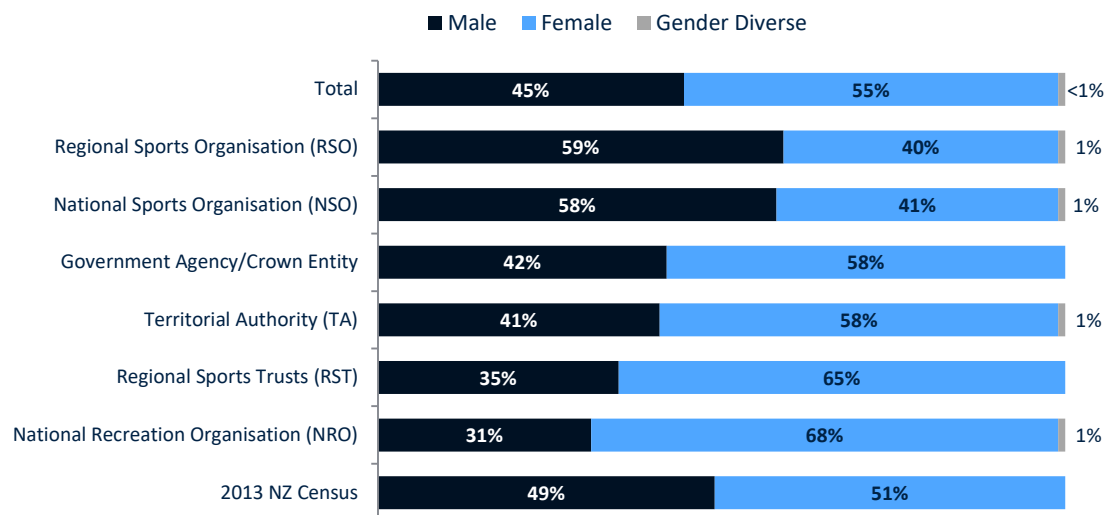
Single Response. Base: Hold Sport and Recreation-Specific Qualification (n=590)

Comparing respondents' highest formal qualification with those that are specifically related to sport and recreation related qualifications, highlights that a key area of difference concerns 'NCEA Level 4 National Certificate' level qualifications: a larger proportion of those with sport and recreation-

related qualifications hold qualifications at this level (15% compared to 4%). This is likely a result of many 'industry'- or 'subject'-focused qualifications designed to cater for the needs of specific sectors being placed at this level. There are also a larger proportion of those with sport and recreation-related qualifications holding qualifications at 'NCEA Level 5 or 6 Diploma' level – possibly for the same reason.

Gender Profile

Q: Are you?



WFP Survey: Single Response. Base: Total Sample (n=1,145)

The 2017 sample composed of 55% female and 45% male respondents – with a very small proportion identifying as gender diverse. Relative to the population as a whole, the gender profile of the sector is slightly skewed to female.

Across organisation types, some clear differences can also be seen. NROs and RSTs had the smallest proportions of male employees (31% and 35% respectively) while male employees made up almost 60% of respondents amongst employees of RSOs and NSOs.

Differences are also apparent by main area of work (table overleaf). In five areas of work, there were significantly more males than females, while the reverse was true in two areas of work. In the 'leadership and management' area of work, 60% of the paid employees who responded to the survey were male. Within this category, 78% of those who identified themselves as Chief Executives were male.

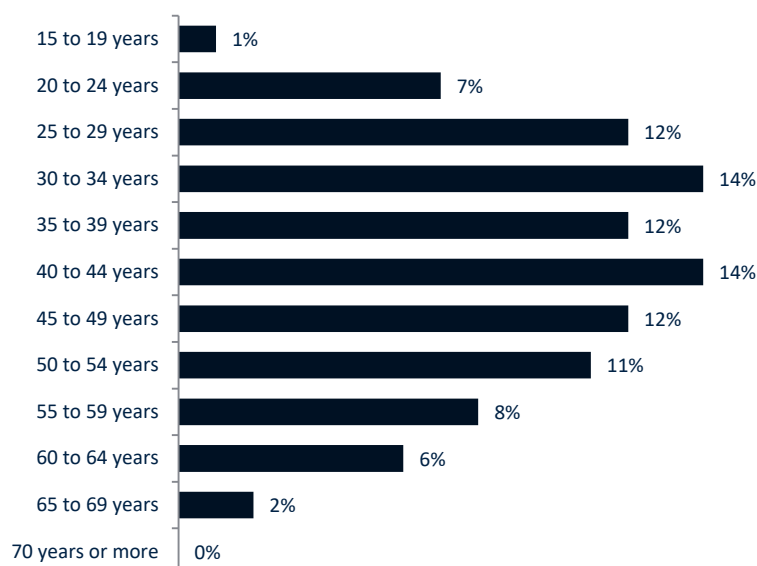
Main Area of Work	Male	Female
Total	45%	55%
High Performance Coaching	70%	30%
High Performance Athlete & Team Performance	89%	11%
Coach Development	67%	33%
Programme Delivery	26%	74%
Governance	73%	27%
Leadership & Management	60%	39%
Admin and Support Services	22%	76%

Single Response. Base: Total Sample (n=1,145)

Other gender differences can also be seen in the survey data: for example, 85% of female respondents were working full-time compared to 93% of male respondents.

Age

Q: Into which age group do you fall?



Single Response. Base: Total Sample (n=1,145)

As can be seen relative to the 2013 NZ Census population distribution below, the sample is clustered heavily between 25 and 59 years of age, as would be expected of a workforce sample. Very few respondents were aged between 15 and 19 years and only 7% of the total sample was aged 20 to 24 years of age. At the other end of the age spectrum, just 8% of the sample was aged 60 years or more. The age profile of the workforce is consistent across all organisation types.

Examining the age profile further, 69% of 20 to 24 year olds and 54% of 25 to 29 year olds had a NCEA Level 7 Bachelor's Degree, Graduate Diploma or Certificate as their highest formal qualification - significantly higher than the sample average of 39%. Considering only the highest qualifications specific to the sport and recreation sector, 76% of 20 to 24 year olds and 59% of 25 to 29 year olds held qualifications at NCEA level 7, a proportion that was again significantly higher than the sample average (39%).

Ethnicity

Q: With which of the following do you identify?

	Total Sample	NSO	RSO	RST	NRO	TA	GA/CE	2013 NZ Census
New Zealand European	75%	76%	73%	73%	74%	77%	82%	74%
Other European	10%	13%	11%	7%	12%	11%	8%	
New Zealand Māori	14%	9%	12%	23%	12%	9%	6%	15%
Samoan	2%	3%	0%	2%	2%	2%	2%	4%
Cook Island Māori	1%	1%	1%	0%	1%	3%	1%	1.5%
Tongan	1%	0%	1%	1%	1%	0%	0%	1.5%
Niuean	0%	0%	1%	0%	2%	0%	1%	0.01%
Fijian	0%	0%	0%	1%	0%	0%	0%	0.3%
Chinese	1%	1%	0%	1%	2%	1%	6%	4%
Indian	1%	2%	1%	1%	2%	0%	1%	3%
African	0%	0%	0%	1%	1%	0%	0%	
Latin American	0%	0%	1%	1%	0%	0%	0%	1%
Middle Eastern	0%	0%	1%	0%	0%	0%	0%	
Other	4%	4%	4%	4%	7%	4%	4%	7%
Base (n=)	1,145	276	166	338	130	163	72	

Multiple Responses Allowed. Base: Total Sample (n=1,145)

Three quarters of respondents identified as New Zealand European and 14% as New Zealand Māori. 23% of survey respondents working for RSTs identified as New Zealand Māori, the highest by organisation type. 6% of survey respondents working for government agencies/crown entities identified as Chinese, relative to 1% across the sector as a whole.

Comparing the sample's ethnic profile to the New Zealand population as measured in the 2013 census suggests that the sport and recreation workforce contains a disproportionately small proportion of employees identifying as Samoan, Chinese, Indian and 'other' ethnicities.

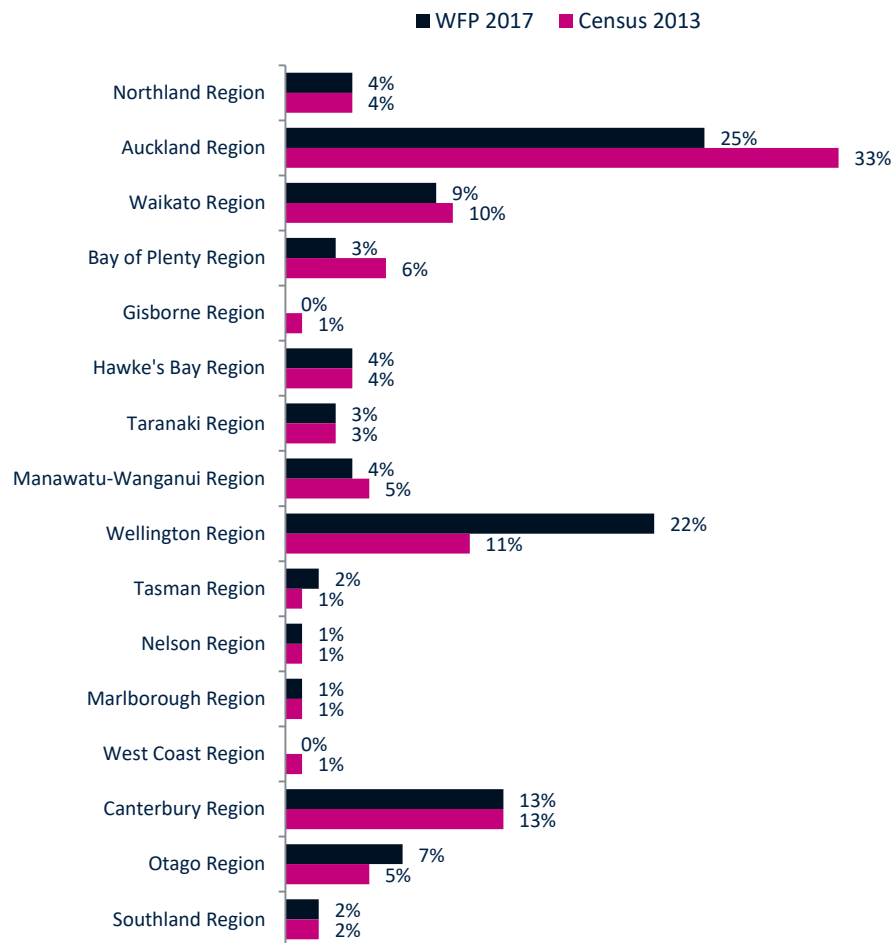
The ethnic makeup of the sample does differ by region. Significantly higher than the sample average, 43% of respondents from the Northland region identified as New Zealand Māori. The proportions of employees identifying as Māori were also significantly higher than average in the Hawke's Bay and Manawatu Wanganui regions – likely due to these areas having a larger Māori population.

The table overleaf shows the three largest regions represented in the sample: Auckland, Wellington and the Canterbury region. As seen in the table below, the Canterbury sample included a much higher proportion of people identifying as New Zealand European (87%) and much lower proportion identifying as New Zealand Māori (6%). The Auckland sample contained a higher than average proportion of respondents identifying as Other European and Samoan. Across other ethnic groups (not shown below), no significant variances were apparent.

Ethnicity	Total	Auckland Region	Wellington Region	Canterbury Region
New Zealand European	75%	69%	74%	87%
Other European	10%	15%	12%	7%
New Zealand Māori	14%	13%	10%	6%
Samoan	2%	5%	4%	0%
Base (n=)	1,145	285	252	149

Region of Residence

Q: In which region do you live?



Single Response. Base: Total Sample (n=1,145)

The spread of regions in which respondents lived was much as would be expected, given the geographic distribution of organisations operating in the sector. The sample distribution was largely in line with population statistics as seen in the 2013 census except that there were proportionately more survey respondents living in Wellington and less living in Auckland.

Priorities

Q: Which of the following are most important in your life right now?



Up To 3 Responses Allowed. Base: Total Sample (n=1,145)

The priorities of people working in sport and recreation provide some valuable context for workforce planning. As can be seen in the chart above, the largest group of respondents (44%) identified spending time with family or friends as one of their top three priorities. Significant groups also selected raising my family and building my career in this context. Saving money/reducing debt and keeping fit ranked fourth and fifth in the list of life priorities and were each one of the top 3 priorities for a quarter of the sample. These results suggest that many working in the sector are as or more focused on family and social objectives as they are on career development and financial goals.

Analysis of priorities by age group shows a correlation between the two. As can be seen below, some priorities change with age, with 'building my career' being most important to younger employees and health becoming more important as a priority in the later years.

Lifestyle	Total Sample	20 to 24 years	25 to 29 years	30 to 34 years	35 to 39 years	40 to 44 years	45 to 49 years	50 to 54 years	55 to 59 years	60 to 64 years	65 to 69 years
Building my career	27%	46%	53%	41%	33%	27%	21%	12%	2%	3%	0%
Raising my family	34%	1%	11%	37%	67%	66%	50%	26%	13%	5%	0%
Looking after my health or the health of someone else	19%	6%	11%	10%	10%	16%	20%	33%	45%	40%	30%
Spending time with family or friends	44%	32%	31%	36%	40%	44%	43%	57%	68%	57%	65%

Income

Q: What is the annual income you receive from employment in your current role?

Annual Income of Current Role	Total Sample	NSO	RSO	RST	NRO	TA	GA/CE
\$1 - \$5000	1%	0%	0%	1%	4%	5%	0%
\$5001 - \$10000	1%	0%	1%	0%	2%	3%	0%
\$10001 - \$15000	1%	0%	2%	2%	1%	3%	0%
\$15001 - \$20000	1%	0%	0%	1%	3%	2%	0%
\$20001 - \$25000	3%	0%	6%	2%	4%	4%	0%
\$25001 - \$30000	3%	2%	3%	4%	3%	2%	0%
\$30001 - \$35000	2%	0%	2%	4%	5%	2%	1%
\$35001 - \$40000	4%	1%	8%	4%	5%	4%	0%
\$40001 - \$50000	17%	8%	18%	28%	25%	10%	4%
\$50001 - \$60000	15%	12%	14%	20%	14%	13%	7%
\$60001 - \$70000	13%	15%	17%	11%	8%	14%	14%
\$70001 - \$100000	19%	29%	13%	12%	16%	23%	28%
\$100001 - \$150000	11%	18%	9%	4%	4%	7%	38%
\$150001 or more	4%	10%	4%	1%	2%	2%	8%
Would rather not say	4%	3%	3%	4%	5%	4%	0%
Base (n=)	1,145	276	166	338	130	163	72

Income statistics are pro rata

Relative to the sector as a whole, the percentage of respondents earning \$100,001-\$150,000 is significantly higher amongst those employed in government agencies/crown entities and NSOs. NSOs also employ a higher than average proportion of \$150,000+ income earners.

Examining income distribution by type of employment, the expected correlation between income and full-time/part-time work is apparent.

Annual Income of Current Role	Total Sample	Full-time	Part-time	Casual
\$1 - \$5000	1%	0%	7%	44%
\$5001 - \$10000	1%	0%	5%	22%
\$10001 - \$15000	1%	0%	11%	0%
\$15001 - \$20000	1%	0%	9%	6%
\$20001 - \$25000	3%	1%	20%	6%
\$25001 - \$30000	3%	1%	15%	6%
\$30001 - \$35000	2%	2%	5%	6%
\$35001 - \$40000	4%	4%	4%	0%
\$40001 - \$50000	17%	19%	6%	6%
\$50001 - \$60000	15%	16%	3%	0%
\$60001 - \$70000	13%	15%	3%	0%
\$70001 - \$100000	19%	22%	0%	0%
\$100001 - \$150000	11%	12%	0%	0%
\$150001 or more	4%	5%	0%	0%
Would rather not say	4%	3%	12%	6%
Base (n=)	1,145	1,013	114	18

As shown below, high performance coaching, high performance programmes/campaigns and leadership and management are the three most highly paid areas of work in the sport and recreation sector. However, it is important to note that employees in these three areas of work also work significantly longer-than-average hours per week (refer to page 17).

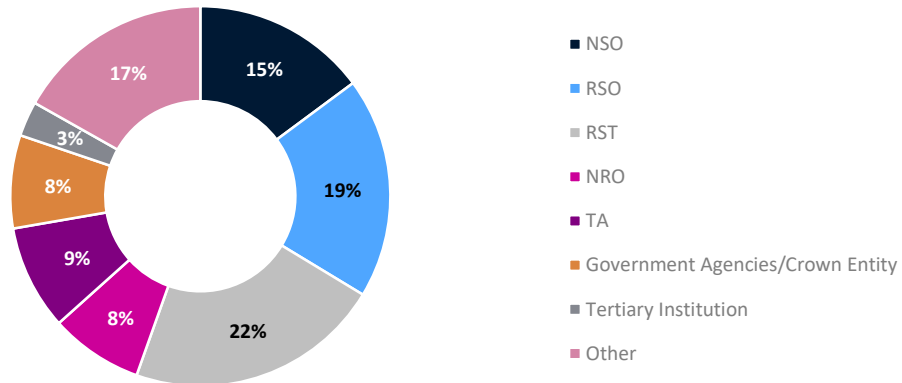
Annual income of current role	Total Sample	High Performance Coaching	High Performance Programmes / Campaigns	Leadership & Management
\$70001 - \$100000	20%	36%	35%	27%
\$100001 - \$150000	11%	18%	18%	23%
\$150001 or more	3%	3%	6%	14%

Survey results indicate that income varies little by region, with the only notable exception being the 17% of Wellington respondents earning between \$100,001-\$150,000 compared to the sample average of 11%.

Entering the Sport and Recreation Sector

Organisation Type – First Role

Q: Which of the following best describes your first paid role in the sport and recreation sector (full-time or part-time)?

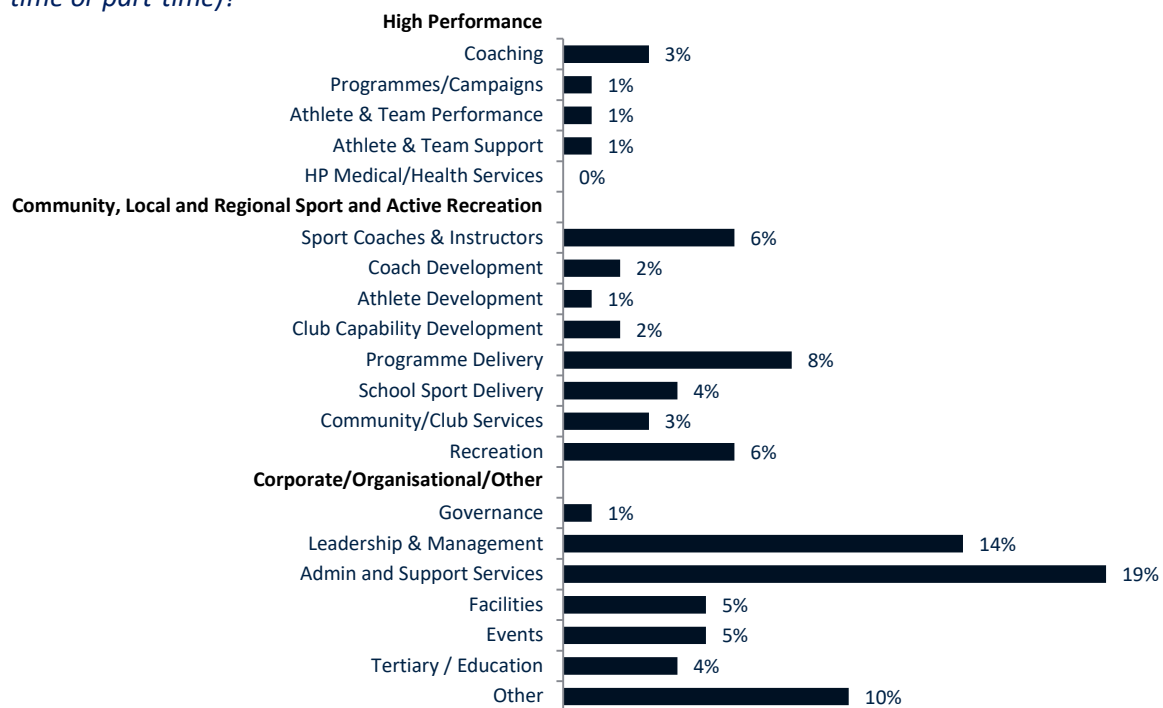


Single Response. Base: Total Sample (n=1,145)

The largest group of the sample entered the sport and recreation workforce through a RST (22%). Large proportions of the paid workforce also entered the sector through a role with an NSO, RSO or 'other' organisation.

Area of Work – First Role

Q: Which of the following best describes your first paid role in the sport and recreation sector (full-time or part-time)?

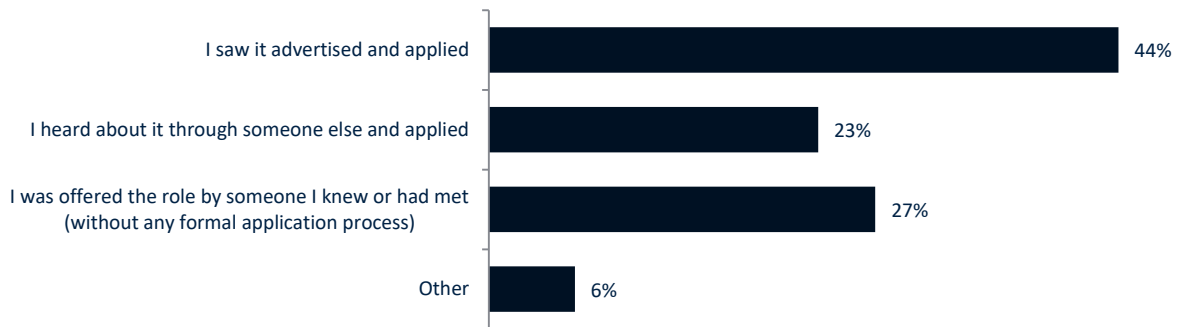


Single Response. Base: Total Sample (n=1,145)

The largest single groups of survey respondents entered the sector via admin and support roles or leadership and management roles.

Obtaining a First Role

Q: Thinking back now to the time you started your first paid role in the sport and recreation sector. Which one of the following best describes how you came to take this role?

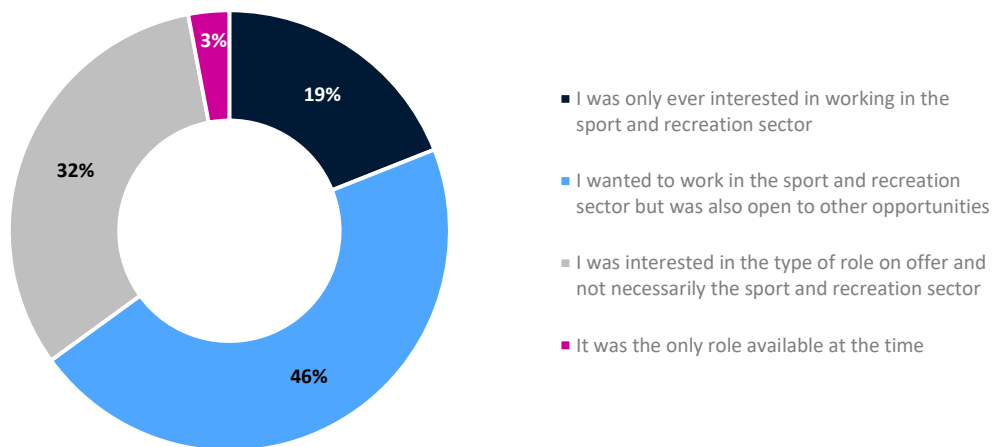


Single Response. Base: Total Sample (n=1,145)

Examining how respondents entered their first role in the sport and recreation sector, it is apparent how strongly the sector operates on a 'networking' basis. More than a quarter (27%) of respondents were offered their first paid role by someone they knew or met without any formal application process. Breaking this down by gender, 32% of male respondents entered the sector in this manner while 22% of female respondents did so.

Planning for a Career in the Sector

Q: Which one of the following best describes your thinking at the time (you entered the sector)?

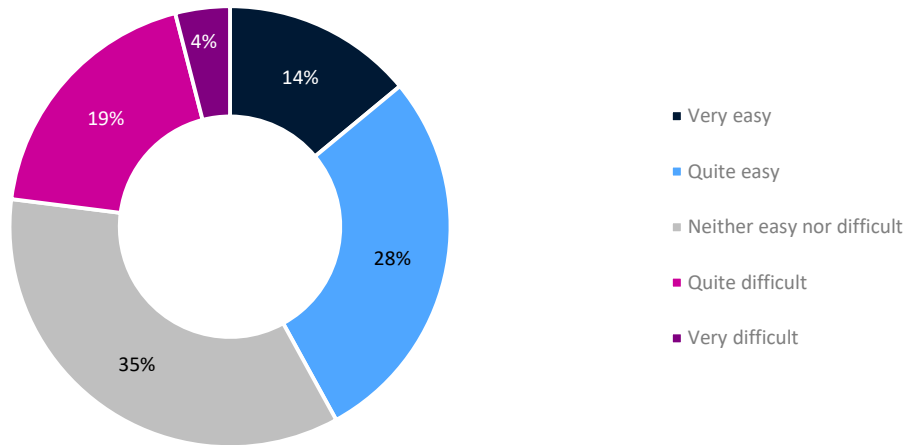


Single Response. Base: Total Sample (n=1,145)

Survey results suggest that 19% of the current sport and recreation workforce was driven to seek out a career in sport and recreation while the remaining 80% was driven more by the attractions of their first role.

Difficulty in Securing First Role

Q: How easy or difficult did you find it to secure your first paid role in the sport and recreation sector?
NB: ONLY asked to those who answered I was only ever interested in working in the sport and recreation sector or I wanted to work in the sport and recreation sector but was also open to other opportunities in the previous question



Single Response. Base: Total Sample (n=742)

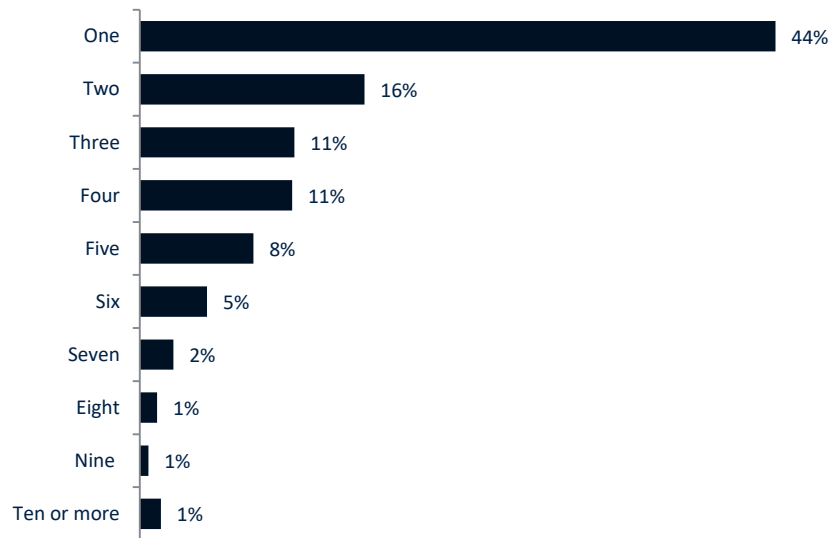
Results show that just over 40% of those who sought or were interested in working in the sport and recreation sector found it very easy or quite easy to secure their first role. Approximately a third of respondents answered it was neither easy nor difficult, whilst 23% indicated it was quite difficult or very difficult to secure their first role.

The ease with which respondents were able to secure their first role in the sector varied little by age, gender, ethnicity, region of residence or qualification profile.

Significant differences in perceived ease of entry to the sector can be seen in how respondents came to secure their first paid role. Of those who had seen their first role 'advertised and applied', just 9% found it very easy to secure their first paid role compared with 25% of those who were 'offered the role by someone they knew or had met (without any formal application process)'.

Total Number of Roles in the Sport and Recreation Sector

Q: How many paid roles have you held in the sport and recreation sector?



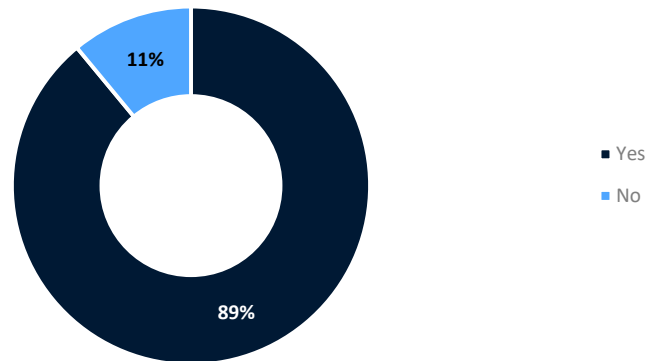
Single Response. Base: Total Sample (n=1,145)

Of the total sample, 40% had worked in three or more roles in the sector (including their current role). This group offers considerable experience in the sector and the advantage of perspective, having worked in multiple roles in the sport and recreation sector.

Experience in Other Sectors

Employment Outside of the Sport and Recreation Sector

Q: Since leaving secondary school, have you worked in paid employment outside of the sport and recreation sector?

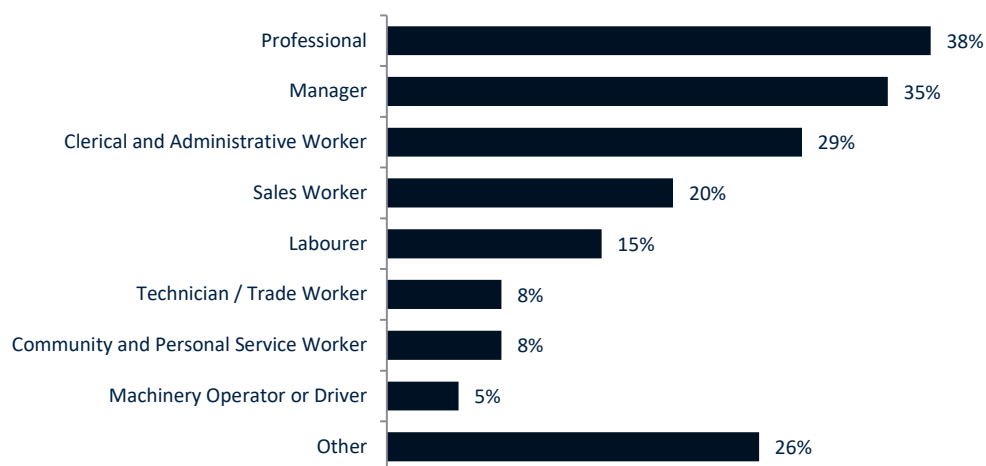


Single Response. Base: Total Sample (n=1,145)

The vast majority of those working in the sport and recreation sector also have experience outside of the sector. Not surprisingly, those in the youngest age group (15-24 years) were least likely to have experience working outside of the sport and recreation sector. Respondents with qualifications specific to sport and recreation were also less likely to have worked outside of the sector.

Roles Employed in Outside of the Sport and Recreation Sector

Q: In what paid roles have you worked outside of the sport and recreation sector (since leaving secondary school)? NB: ONLY asked of those who had worked in paid employment outside of the sport and recreation sector

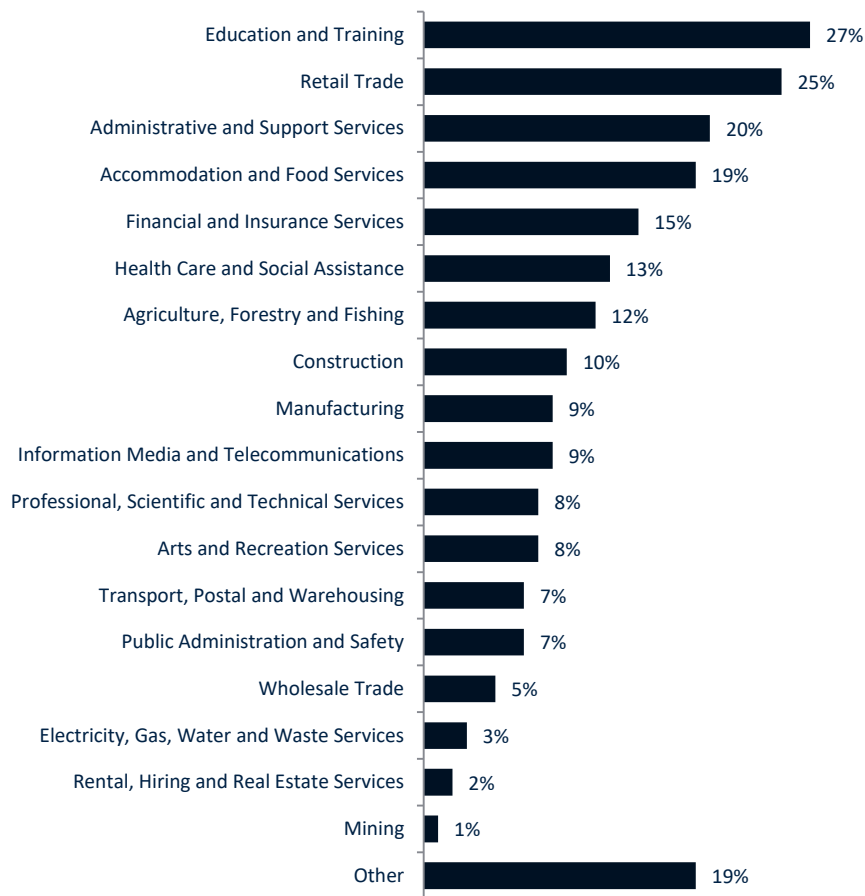


Multiple Responses Allowed. Base: Total Sample (n=1,018)

The 89% of respondents who had experience working in another sector were asked to identify the types of roles they had held. The largest groups of those who had worked outside of the sector had worked in professional and/or managerial roles.

Industries Employed in Outside of the Sport and Recreation Sector

Q: In what industry sector(s) were these roles? NB: ONLY asked of those who had worked in paid employment outside of the sport and recreation sector



Multiple Responses Allowed. Base: Total Sample (n=1,018)

This data provides insight into the skills and experience brought to the sport and recreation from employment in other sectors. For example, more than a quarter of respondents who had worked outside of the sport and recreation sector had prior experience in education and training.

Volunteer Experience in the Sport and Recreation Sector

Past and Current Volunteer Experience

Q: Thinking about volunteering in the sport and recreation sector, which of the following apply to you?

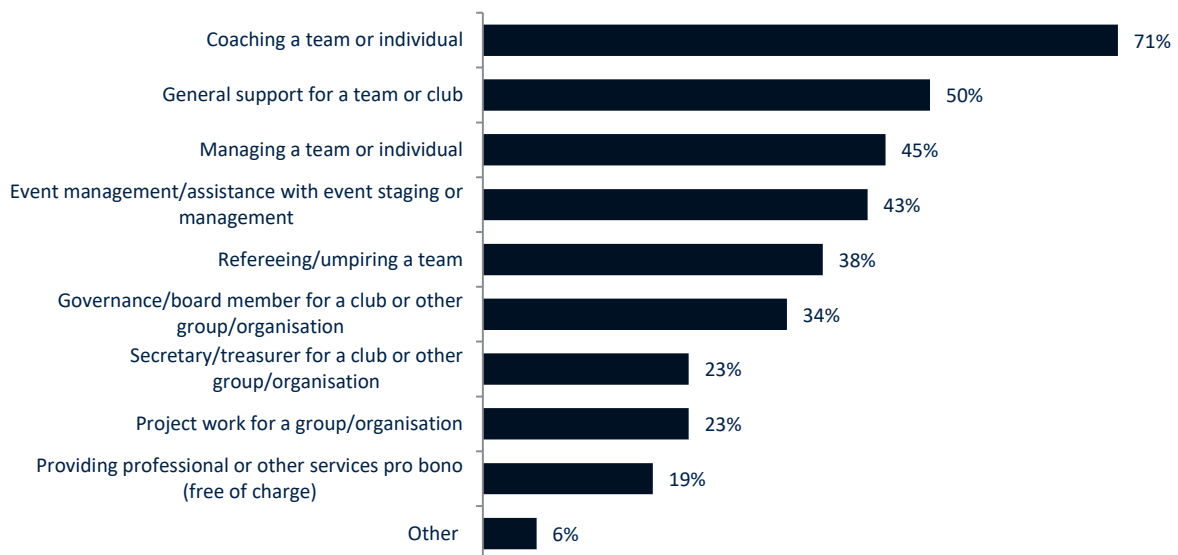


Multiple Responses Allowed. 'Never worked as a volunteer' an exclusive answer choice. Base: Total Sample (n=1,145)

Survey results confirm that volunteering is very much part of the sport and recreation workforce culture. More than a third of respondents were currently working as volunteers and 49% had worked as a volunteer or unpaid intern in the past. In other words, just a quarter had never worked as a volunteer or unpaid intern in the sector.

Areas Worked as a Volunteer

Q: In which of these areas have you worked as a volunteer or intern in the sport and recreation sector? NB: ONLY current or past volunteers were asked this question

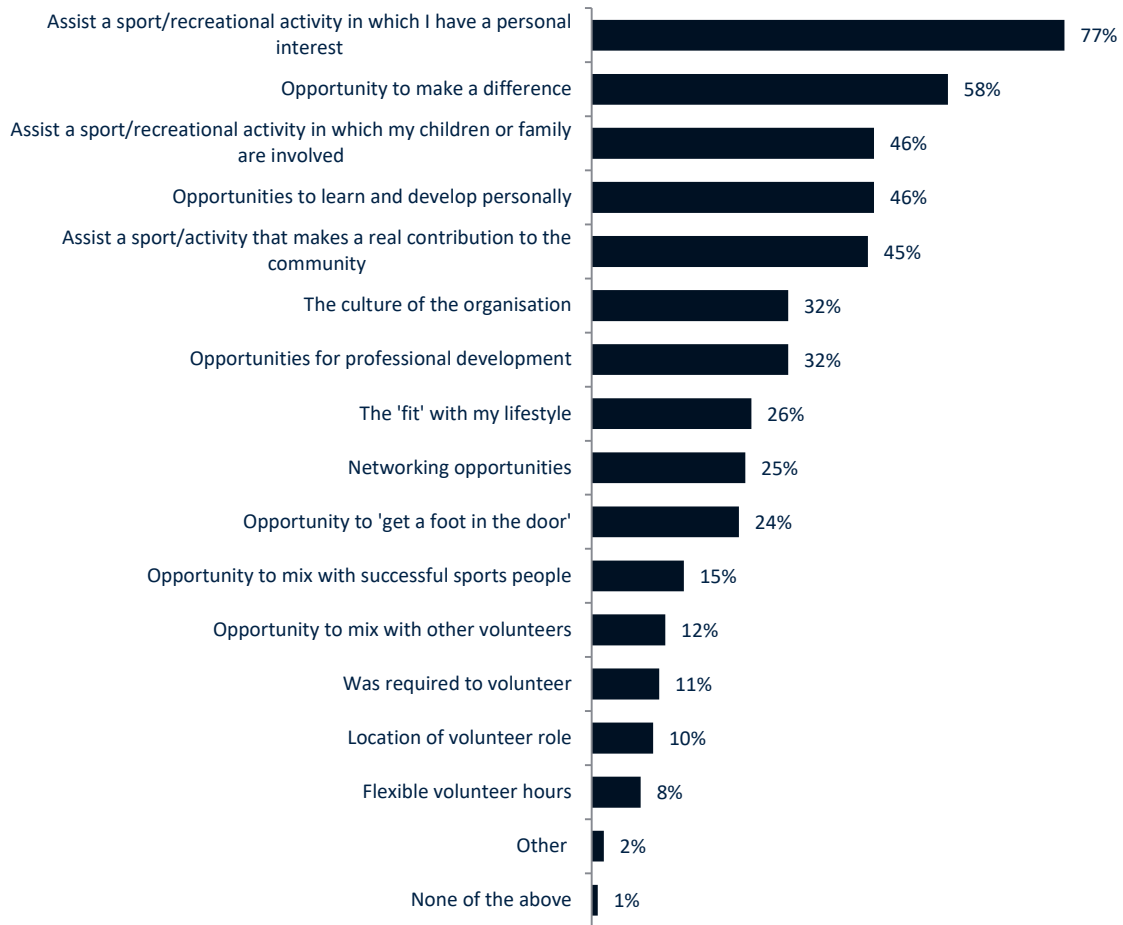


Multiple Responses Allowed. Base: Past/Current Volunteers (n=874)

The most common volunteer activity was coaching (a team or individual). Large proportions had/were also providing general support for a team/club, managing a team or individual or helping with the staging/management of an event.

Motivations for Volunteering

Q: What has motivated you to volunteer in the sport and recreation sector (now or in the past)?



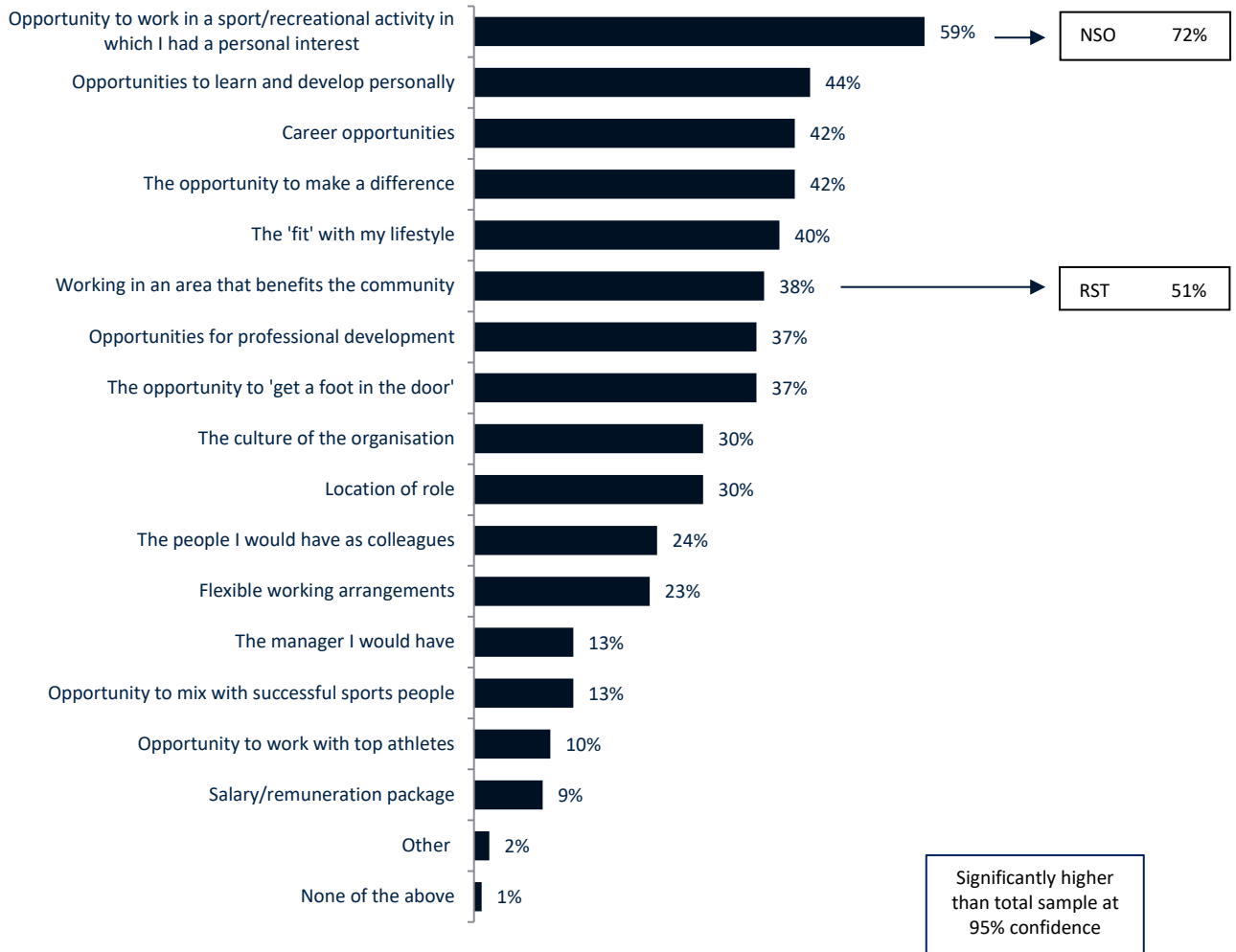
Multiple Responses Allowed. Base: Past/Current Volunteers (n=874)

Feedback from survey respondents indicates that key drivers of volunteer activity are a personal passion (for a sport or recreational activity), an altruistic attitude, a desire to encourage or share enjoyment of a sport/activity (in this instance with children and other family members), and a drive for personal development.

Experience of Employment in the Sport and Recreation Sector

Attractions of First Role

Q: What attracted you to your first paid role in the sport and recreation sector?



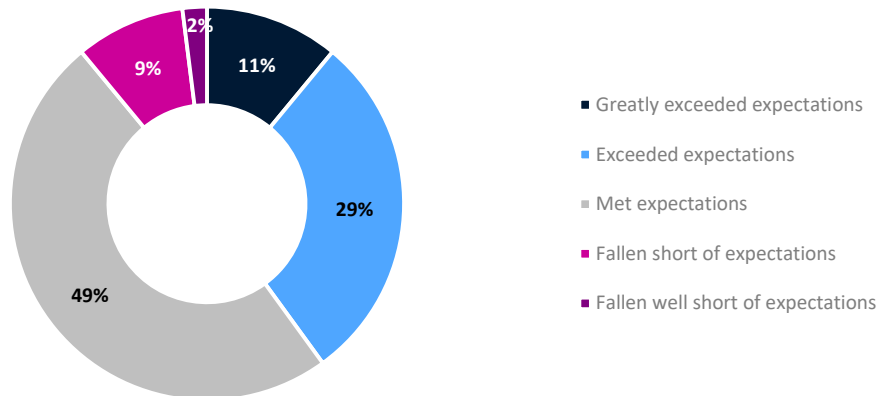
Multiple responses allowed. Base: Total Sample (n=1,145)

Almost 60% of survey respondents were drawn to their first paid role in the sport and recreation sector by an interest in the sport or recreational activity with which they would be working. This was an especially strong driver for those working in NSOs.

People working for RSTs were more likely than others to have been drawn to their first paid role in the sector by considerations of community benefit.

Extent to which First Role Met Expectations

Q: To what extent did your first paid role in the sport and recreation sector meet the expectations you had at the time?



Single Response. Base: Total Sample (n=1,145)

Approximately half of survey respondents indicated that their first paid role had met their expectations, while 40% indicated that their expectations had been surpassed. Very much in the minority was the 11% of respondents who indicated that their first paid role had fallen short of expectations. However, considered by age group, the proportion of those who considered their first role had failed to meet expectations was a higher 18% amongst 25 to 29 year olds.

Q: For what reasons do you say that?

Opportunities available to develop professionally, the job satisfaction gained in the role and the organisational culture were the three most commonly reasons cited by those who felt their expectations had **been exceeded** in their first paid role. Many also highlighted the impact they had made in their role and the opportunities the role had provided for advancement.

“It was challenging, exciting and a great area to work with people who offered lots of wisdom and encouragement to help me learn from such a young age and increase my learnings”

The 49% who had their expectations **met** commented that they understood their role before they chose it and it had therefore met their expectations – which included expectations around pay, workload and flexibility. Many respondents also highlighted that they found their roles satisfying and that it fit well with their lifestyle.

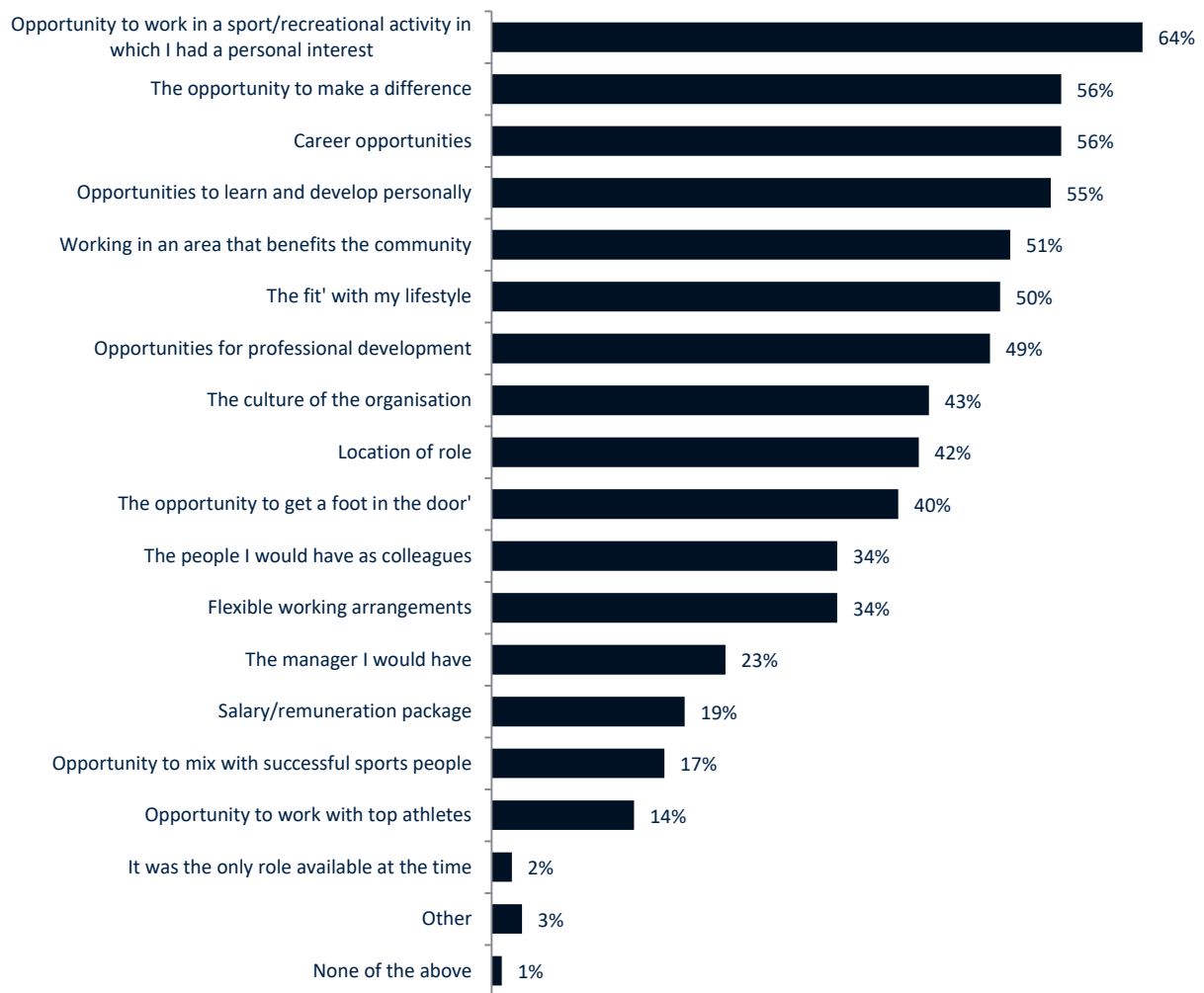
“I got to do the things I hoped I would do and what was outlined in the JD that I would do”

Those who felt their first paid role in the sector had fallen short of expectation highlighted a poor work environment, including issues with leadership and colleagues, lack of support and resources, lack of direction in the role/organisation, lack of professionalism and low pay.

“Very little support, I went into the role as the only fulltime staff and the volunteer board lacked capability to support properly and give direction. As a graduate I thought I knew a lot but with reflection of 10 years experience now I should have been supported better in this original role”

Attractions of Current Role

Q: What attracted you to your current role?



Multiple Responses Allowed. Base: Total Sample (n=1,145)

Nearly two thirds of respondents were drawn to their current role by an opportunity to work in an area of personal interest.

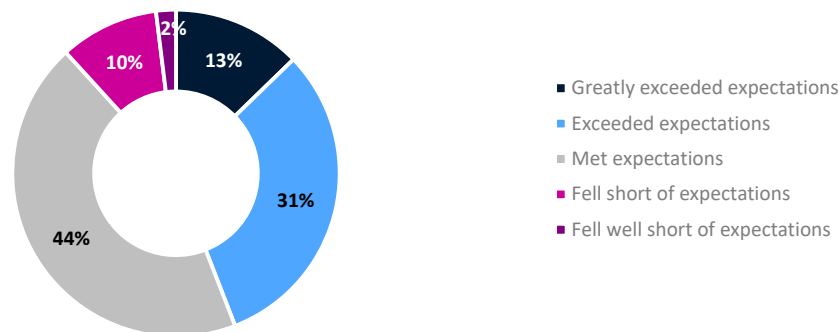
The very high proportion attracted by the opportunity 'to make a difference' or by a desire to work in an area of benefit to the community, highlights the extent to which altruistic motivations characterise those working in the sector.

High proportions of respondents also indicated that career opportunities, opportunities to learn and develop personally and professionally and the 'fit' with their lifestyle as reasons for their choice.

It is notable that the factors that attracted respondents to their current roles closely reflected motivations for volunteering in the sport and recreation sector as well (refer to page 34).

Extent to Which Current Role Has Met Expectations

Q: To what extent has your current role met the expectations you had before you started?



Single Response. Base: Total Sample (n=1,145)

More than 40% of survey respondents indicated that their current role had met their expectations, while 44% indicated that their expectations were surpassed. A little over one in 10 respondents indicated that their current role fell short of expectation (12%). There were no significant differences across organisation types.

Q: For what reasons do you say that?

The 44% of respondents who indicated that their expectations had been **greatly exceeded** or **exceeded** in their current role cited the opportunity to learn, develop and grow professionally as factors that had made their roles satisfying. Other reasons commonly given included a supportive and positive work culture, the flexibility of the role and knowing that they were making a difference.

“My current role has been a fantastic challenge where I've had the chance to achieve outstanding success - as well as develop my skills as a leader”

Respondents who felt their expectations had been **met** (also 44%) indicated that they had an idea of what to expect in the position and therefore were not surprised by what the role entailed (many commenting specifically that they understood the **demands** of the role). Some did highlight that the role did not match the job description or was not as advertised in other ways.

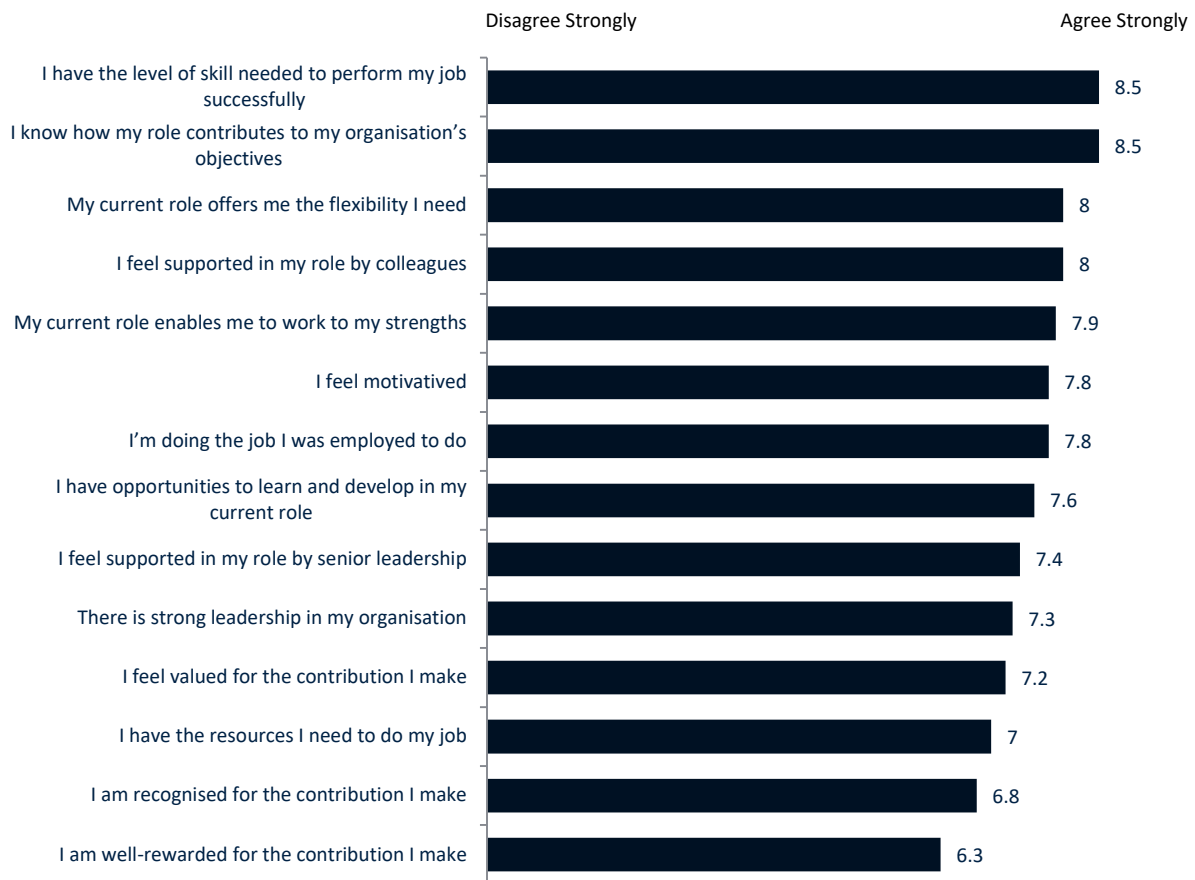
“I pretty much knew the role the projects within it and the people I would be working with prior to entering it”

12% of the sample felt their current role **fell short** or **well short** of expectations. Amongst other reasons, these respondents highlighted poor management/leadership, poor work environment, a lack of career progression or personal development opportunities, poor pay and frustration at what was being achieved in their current role.

“There has been a number of restructures within the organisation that I am working with which has seen the focus of the role moving away from where it was. This has limited the opportunities for me both personally and career wise. It has now reached the point where I am actively seeking other employment”

Experience of Current Role

Q: To what extent do you agree or disagree with the following statements in regard to your current role?



Mean score on 10-point scale. Base: Total Sample (n=1,145)

Survey responses indicate that paid employees in the sport and recreation sector are moderately satisfied in their current roles. Most understand how their role contributes to their organisation's objectives and feel they have the level of skill needed to perform their job successfully.

Results suggest that staff feel more challenged by the resources they have available to do their job, and many feel neither well-rewarded nor recognised for the contribution they make.

The table overleaf highlights differences in response by employer organisation type. Results that vary significantly from the average are highlighted in grey (significantly higher than the average) and pink (significantly lower).

	Total Sample	NSO	RSO	RST	NRO	TA	GA/CE
I feel motivated	7.8	7.9	7.9	8.0	7.2	7.5	7.4
I feel valued for the contribution I make	7.2	7.3	7.2	7.3	6.8	7.0	7.1
I am well-rewarded for the contribution I make	6.3	6.6	5.9	6.2	5.8	6.3	7.1
I am recognised for the contribution I make	6.8	7.0	6.8	6.9	6.5	6.4	6.9
My current role offers me the flexibility I need	8.0	7.9	8.1	8.4	7.5	7.5	8.0
I'm doing the job I was employed to do	7.8	8.0	7.9	8.1	7.0	7.5	7.9
I have the resources I need to do my job	7.0	6.8	6.7	7.4	6.5	6.7	7.4
I have the level of skill needed to perform my job successfully	8.5	8.5	8.8	8.5	8.4	8.4	8.4
My current role enables me to work to my strengths	7.9	8.0	8.2	8.1	7.2	7.5	7.8
I know how my role contributes to my organisation's objectives	8.5	8.6	8.9	8.4	8.2	8.2	8.5
I have opportunities to learn and develop in my current role	7.6	7.7	7.5	8.0	6.8	7.6	7.7
There is strong leadership in my organisation	7.3	7.5	7.2	7.7	6.9	6.6	7.0
I feel supported in my role by senior leadership	7.4	7.7	7.4	7.7	6.9	6.8	7.2
I feel supported in my role by colleagues	8.0	7.9	8.0	8.3	7.7	7.8	8.0
Base (n=)	1,145	276	166	338	130	163	72

This analysis suggests that employees of RSTs feel most positively about their roles overall, while those employed by NROs and TAs are more likely than others to express concern about aspects of their current roles.

Responses given by those who had worked in their current roles for less than one year were higher than average in relation to 12 of the 14 statements measured. This suggests some degree of general optimism or a 'honeymoon' effect. Respondents who had worked a year or more in their current role were in line with the sample averages.

Unsurprisingly, those who intended to stay in their current role for less than one year rated their 'satisfaction' at significantly lower levels across all statements but one (I have the level of skill needed to do my job).

Job satisfaction also appears to correlate with income, with respondents earning \$70,000 or more on average being the most positive across the range of sentiments measured.

Q: Please add any further comments you'd like to make about your current role (e.g. what you enjoy or find challenging).

The most frequent comments made by respondents reinforced what they **enjoy** about their current role, including; positive feelings about what they were undertaking, the varied nature of the role, giving back to the community, working in areas of personal interest and having supportive peers and/or managers who created an enjoyable working environment.

"I enjoy how there is so many varieties to my role every day is different from each other and provides challenges which I love to achieve. The workload can sometimes prove to be significant however I prefer to have plenty to do rather than not"

"Spent my life involved in this sport I love so doesn't really feel like a job"

"I enjoy the challenges that come up with my role and the organisations culture of pushing you outside your comfort zone in order for you to grow"

The most frequent **challenges** highlighted by respondents included a lack of funding and resources available to undertake various projects, quality of management/leadership, politics and being over-worked in the role.

"Fellow staff and club members are supportive and I feel valued by them but not by management. High workload and lack of recognition and remuneration for what I do from Management leave me unmotivated"

"Available resources is the biggest challenge"

"Once I commenced in my new role it was immediately clear (within 2-3 months) that there wasn't going to be clear leadership for me in my role. The organisation has tried to make some changes in regards to this however my direct line manager hasn't pulled through in organising the meetings promised"

"A pressured position with large work volume and limited pay"

Time Intend to Spend in Current Role

Q: How much longer do you intend to stay in your current role?

The following analysis of 'remaining time intend to spend in current role' is based on n=850 of the total sample of n=1,145 respondents. Please note that excluded from this analysis are respondents who answered 'Don't Know' (26% of the total sample).

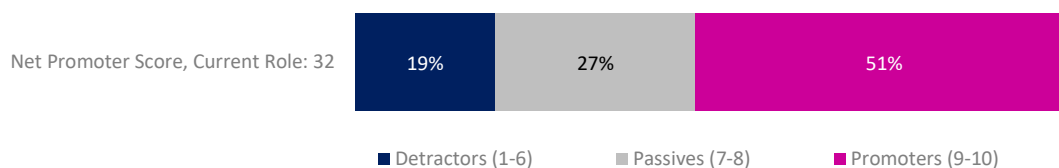
	Time in Current Role	Remaining Time Intend to Spend in Current Role
Total Average	2 years 8 months	3 years 1 month
Territorial Authority (TA)	2 years 7 months	3 years 11 months
National Sports Organisation (NSO)	3 years 0 month	3 years 4 months
Regional Sports Trust (RST)	2 years 8 months	2 years 11 months
Regional Sports Organisation (RSO)	2 years 11 months	2 years 10 months
Government Agency/Crown Entity	2 years 5 months	2 years 8 months
National Recreation Organisation (NRO)	2 years 2 months	2 years 6 months

Survey results reveal that, on average, respondents intended to spend another 3 years and 1 month in their current role. Employees of NROs (at 2 years 6 months) are seven months below the average, while employees of TAs have the longest additional intended tenure.

Of the sample of n=850 respondents, 15% indicated that they intended to stay in their current role for less than 12 months (equating to 11% of the total sample). With respondents having completed the survey in April, it is probable that many will leave their current role before the end of 2017.

Propensity to Recommend Current Role

Q: How likely is it that you would recommend your current role as a desirable position to other people?



Point selected on 10-point scale where 1 = Very Unlikely and 10 = Very Likely. Base: Total Sample (n=1,145)

Just over half of all survey respondents indicated that they were very likely to recommend their current role (selecting 9 or 10 on the 10-point Likert scale). Taking into account the distribution of all other responses (19% selecting 1-6 – and therefore being classed as 'detractors'), this results in a **Net Promoter Score (NPS)¹ of 31 for current paid roles in the sport and recreation sector.**

¹ A Net Promoter Score is calculated by deducting the proportion of 'detractors' (those scoring 1-6 on an 10-point scale) from the proportion of 'promoters' (those scoring 9 or 10).

Viewing by organisation type, the Net Promoter Score for current roles ranges from a high of 38 (for roles with NSOs and RSOs) to a low of 13 (for roles with NROs).

Referring back to page 40, NRO employees expressed the most concern about their current roles which makes it somewhat expected that their NPS scores for current roles is the lowest.

NPS Scores Current Role	
Total	31
National Sports Organisation (NSO)	38
Regional Sports Trust (RST)	38
Government Agency/Crown Entity	33
Regional Sports Organisation (RSO)	31
Territorial Authority (TA)	26
National Recreation Organisation (NRO)	13

Q: For what reasons have you selected that option?

‘Detractors’ (those who did not recommend their current role) considered their roles to be “difficult and stressful” day to day, while many also cited a lack of resources and support in the role, and issues with leadership. Respondents also commented that pay was poor, with many feeling it did not reflect the work they did and the hours spent doing it.

“Low pay and unskilled management”

“I think the role will be challenging for anyone as there are number of competing demands”

‘Passives’ were generally happy in their roles, with positives seemingly outweighing the negatives mentioned. Most commented that the extent to which they would recommend their role depended on the person they would be recommending it to. They felt their roles required people with certain skills and experience or would only suit people of specific personality types. Interest in sports was also considered a key determinant of whether they would recommend their role.

“It would depend on their motivations for working in the industry”

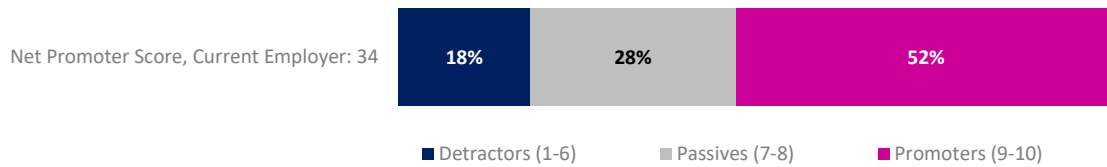
‘Promoters’ of their current roles (just over half of the sample), were overall enjoying their role and happy to recommend this to others primarily because of the “rewarding” work they were undertaking in the sector.

“Because the role is important makes a difference is challenging and fun”

“Challenging, proactive, dynamic and contributing”

Propensity to Recommend Current Employer

Q: And how likely is it that you would recommend employment with the organisation you currently work for?



Point selected on 10-point scale where 1 = Very Unlikely and 10 = Very Likely. Base: Total Sample (n=1,145)

With a **Net Promoter Score (NPS) of 34** and a similar distribution of detractors/passives/promoters, it appears that propensity to recommend current **employers** closely reflects propensity to recommend current **role**. However, in this context, greater variation is apparent in results by employer organisation type, with NPS scores ranging from a low of 12 (for NROs) to a high of 43 (for RSTs).

NPS Scores Current Employer	
Total	34
Regional Sports Trust (RST)	43
National Sports Organisation (NSO)	39
Government Agency/Crown Entity	37
Regional Sports Organisation (RSO)	32
Territorial Authority (TA)	16
National Recreation Organisation (NRO)	12

Q: For what reasons have you selected that option?

The 18% of respondents classified as **'detractors'** emphasised the negative influence poor leadership and management had on their organisation as a reason for failing to recommend it. Low pay for the amount of work put into the role, the stressful nature of the role, and a lack of support in the role were other notable reasons given.

"Poor leadership chaotic internal business and people management process lack of strategic thinking and ability"

"Senior leadership has lost sight of outcomes that truly make a difference and has become too focused on saving money"

'Passives' (28% of the sample) highlighted organisational culture and people who they enjoyed working with as key positives of their organisation. Being treated fairly, having clear organisational direction, making a difference, and flexible work arrangements, were other positives highlighted.

"It's a great company with great people however the wages are lousy!"

“Nice to work for a community focussed organisation with similar minded other employees, flexible working environment and a fun place to work”

“Great staff great culture. Just at times perhaps slightly under resourced”

The positive people and organisational culture was the major reason for ‘promoters’ holding their organisation in high regard. The opportunity to make a difference, clear organisational objectives, opportunities to progress, and a supportive environment, were other key themes to come through in comments.

“Staff get along well no obvious conflicts social team work good vision good leadership and support FUN!”

“A great place to work because of the motivated capable people in the organisation”

“Culture of the organisation has significantly improved in recent years”

Benefits of Working in the Sport and Recreation Sector

Q: Thinking about your experiences working in the sport and recreation sector. What do you see as the benefits of working in the sector?



Multiple Responses Allowed. Base: Total Sample (n=1,145)

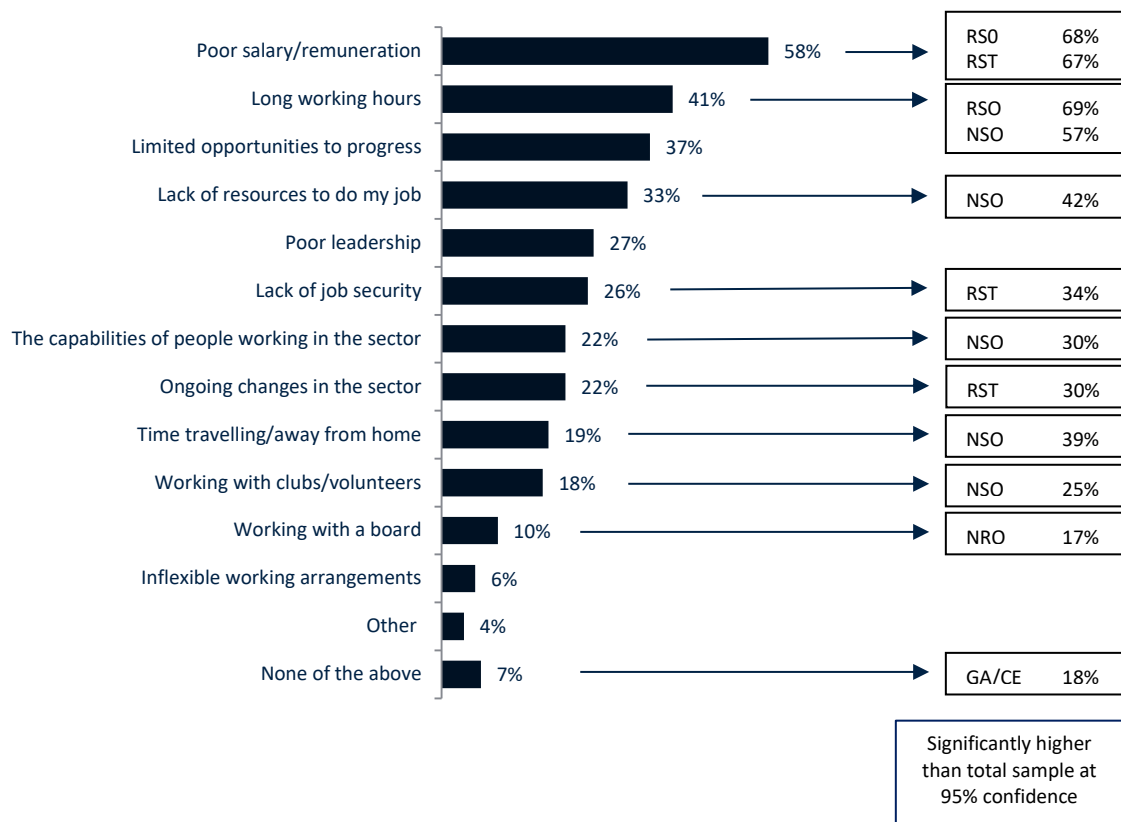
Feedback from survey respondents indicates that people see a number of benefits in paid employment in the sport and recreation sector. Most prominent amongst these are the people employees can expect to have as colleagues, opportunities to work in a sporting code or recreational activity of personal interest and opportunities to learn and develop personally. Paid employment in

the sport and recreation sector also represents a good 'lifestyle fit' for 57% of respondents, while half of respondents see flexible working arrangements as a benefit of working in the sector.

However, and despite being asked to reflect on the totality of their experiences in the sector, perspectives do vary quite significantly based on current employer type. For example, employees of NSOs are much more likely to cite opportunities to work in an area of personal interest than employees of NROs.

Challenges of Working in the Sport and Recreation Sector

Q: And what do you see as the main challenges of working in the sport and recreation sector?



Multiple responses allowed. Base: Total Sample (n=1,145)

The most commonly cited challenge of working in the sport and recreation sector is poor remuneration (58% of all survey respondents), with respondents from RSOs and RSTs finding this aspect of employment particularly challenging. Over two-thirds of RSO respondents also found the long working hours a challenge of working in the sector; a proportion that was considerably higher than the total sample average of 41% but perhaps expected given that RSO employees work on average the longest hours a week (refer to page 17).

Propensity to Recommend Working in the Sport and Recreation Sector

Q: Based on your experience in the sport and recreation sector, how likely is it that you would recommend working in the sector to people you know?



Point selected on 10-point scale where 1 = Very Unlikely and 10 = Very Likely. Base: Total Sample (n=1,145)

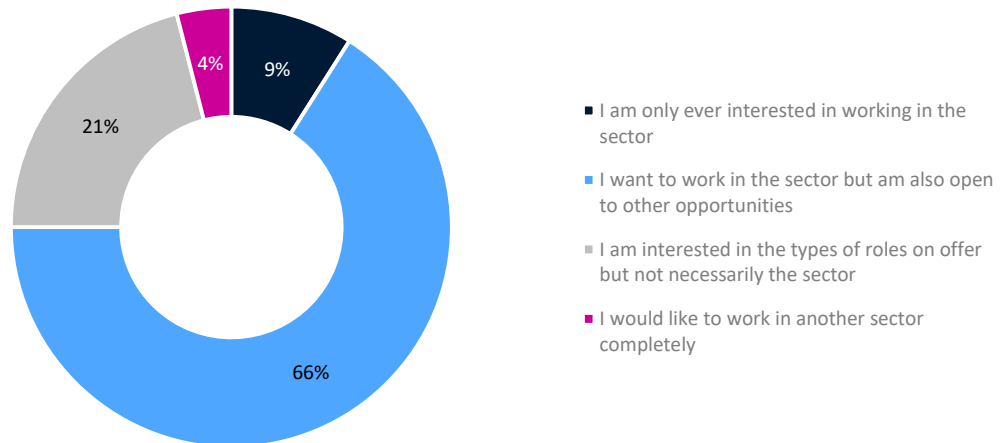
The overall NPS score for **employment in the sport and recreation sector is 25**. Analysis by employer organisation type suggests that employees of NSOs and RSTs are presently the strongest advocates for paid employment in the sport and recreation sector. NRO employees are weakest advocates of the sport and recreation sector with an NPS score of just 4.

NPS Scores S&R Sector	
Total	25
National Sports Organisation (NSO)	35
Regional Sports Trust (RST)	28
Regional Sports Organisation (RSO)	23
Territorial Authority (TA)	22
Government Agency/Crown Entity	21
National Recreation Organisation (NRO)	4

Future Aspirations

Views on Working in the Sport and Recreation Sector

Q: Looking to the future now, which one of the following best describes your view on working in the sport and recreation sector?



Single Response. Base: Total Sample (n=1,145)

Survey results indicate that the sector's workforce includes a 'hard core' of 9% who are loyal to the sector and 66% who would **prefer** to remain in the sector (a combined total of 75% of the workforce).

It could be argued that the quarter of respondents who indicated interest in the type of role but not necessarily in the sector, or would like to work in another sector completely, are most vulnerable to competition from other sectors. Results by organisation type reveal that employees of NROs and government agencies/crown entities are the most vulnerable with 55% and 41% respectively falling into this category.

Other Sectors of Interest

Q: In what other sector(s) would you like to work?

NB: asked only of those indicating that they would like to work in a different sector completely (n=41)



Benefits of Employment in Other Sectors

Q: Overall, what do you see as the benefits of working in this/these sectors?

NB: asked only of those indicating that they would like to work in a different sector completely

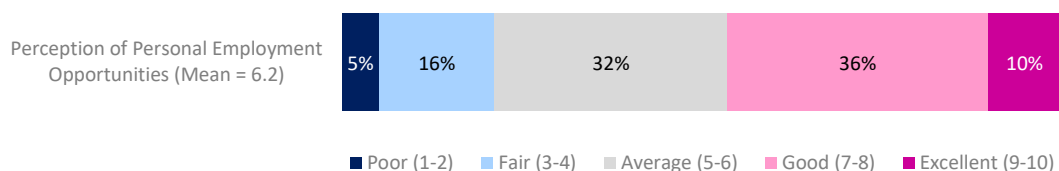


Multiple Response. Base: Like to work in a different sector completely (n=41)

A preference for working in other sectors appears to have much to do with the personal needs and preferences of individuals, rather than the characteristics of the sport and recreation sector per se. Indeed, based on the views of survey respondents, the sport and recreation sector is also considered to offer many of the benefits noted here.

Perception of Personal Employment Opportunities in the Sport and Recreation Sector

Q: How would you describe employment opportunities in the sport and recreation sector for you personally?



Point selected on 10-point scale where 1 = Extremely Poor and 10 = Excellent. Base: Total Sample (n=1,145)

People working in paid employment in the sport and recreation sector appear to have only a marginally favourable view of the opportunities available to them. This perspective does not vary significantly based on the type of organisation in which people are currently employed.

Q: For what reasons do you say that?

Respondents who felt their employment opportunities in the sector were **poor** or **fair** highlighted a lack of opportunity in general in the sector – particularly for more senior positions. Their own lack of qualifications, limited opportunity outside of Wellington and Auckland, and the specific skillset they had, were also highlighted by many respondents in this group.

“Because everything seems to be Auckland and or Wellington based”

“The area I am most interested in performance analysis has very limited paid opportunities”

“Hardly ever do roles come up that would have me progressing up career ladder and what roles there might be are located far away which would mean change of home and lifestyle”

Those who saw their employment opportunities as only **average** believed that opportunities in the sector were limited per se. Some feel it was hard to find a “pathway” to career development and promotion in the sector, with limited opportunities to move up within organisations or to develop while in a role. Limited opportunities in the regions was also a common theme.

“The pay is generally a barrier to wanting to stay in the industry. Especially for young people”

“I am in senior management and local opportunities at this level are few”

“Not many opportunities arise for my expertise”

Respondents who believed they had **good** or **excellent** opportunities in the sector attributed this to their own experience, ability and skills, while some also noted that opportunities were limited **in general**.

“I feel like my current role has provided me with the knowledge and contacts to progress within the industry. However I do feel that I would need to move out of the province in which I live to one of the main centres (Auckland or Wellington) to progress my career”

“I have good academic sporting and management skills and experience”

“I have been in the industry over 10 years now in a number of varied roles across different organisations and made enough contacts in the industry so have the skills set to work across a number of different roles and am not pigeon holed to any one specific role in the sport and rec sector”

Preferred Areas of Employment

Q: In which of the following areas would you like to work in the future?

NB: NOT asked of those indicating they would like to work in a sector other than sport and recreation

WOULD LIKE TO WORK IN...	TOTAL	HIGHER AMONGST EMPLOYEES OF...
High Performance		
Coaching	16%	RSOs (28%)
Programmes/Campaigns	18%	NSOs (31%)
Athlete & Team Performance	17%	RSOs (29%), NSOs (28%)
Athlete Pathway	13%	RSOs (19%), NSOs (18%)
Athlete & Team Support	15%	RSOs (25%), NSOs (25%)
HP Medical/Health Services	4%	RSTs (6%)
Referees/Umpires and Officials	4%	
Community, Local and Regional Sport and Active Recreation		
Sport Coaches & Instructors	11%	
Coach Development	13%	RSOs (22%)
Athlete Development	13%	RSOs (21%)
Team Support	12%	
Club Capability Development	10%	
Programme Delivery	18%	
Community Sport Umpires & Officials	3%	
Club Administration	8%	
School Sport Delivery	10%	
Community/Club Services	13%	NROs (20%)
Recreation	16%	TAs (33%), NROs (30%)
Corporate/Organisational/Other		
Governance	25%	
Leadership & Management	57%	
Admin and Support Services	14%	NROs (33%)
Facilities	13%	TAs (31%)
Events	27%	
Tertiary/Education	16%	GAs/CEs (30%), NROs (28%)
Other	3%	
None of the above	5%	

Multiple responses allowed. Base: Would like to work in the sport and recreation sector (n=1,104)

Feedback from survey respondents indicates that more than half of the paid workforce aspires to positions of leadership/management, with a quarter aspiring to governance roles and over a quarter of survey respondents also indicating an interest in roles relating to events.

Aspirations vary to some extent by current employer type. This can be seen primarily in aspirations relating to high performance roles, with NSO and RSO employees most inclined to working in these positions in the future.

Q: What is it about roles in this/these areas that interests you?

Respondents were most interested in roles that give the opportunity to make a positive difference in the community and/or with people. The suitability of the role to their skill set and the opportunity to be a leader and influence others were also mentioned frequently.

Many respondents also highlighted wanting to effect change in the sport and recreation sector, working in areas of personal interest, working in varied roles and progressing their professional development.

“You have more of an input and make a difference”

“I like working with the community and the emphasis being on health rather than sport”

“The ability to be part of the decision making process to assist people and encourage them through leadership, to assist the company and external personnel through administration and reports and other written work through governance”

“They're attractive to me based on my skills experience and interests. They're also areas in which I feel I could make a real difference”

Preferred Employers

Q: For what type/s of organisations are you interested in working in the future?

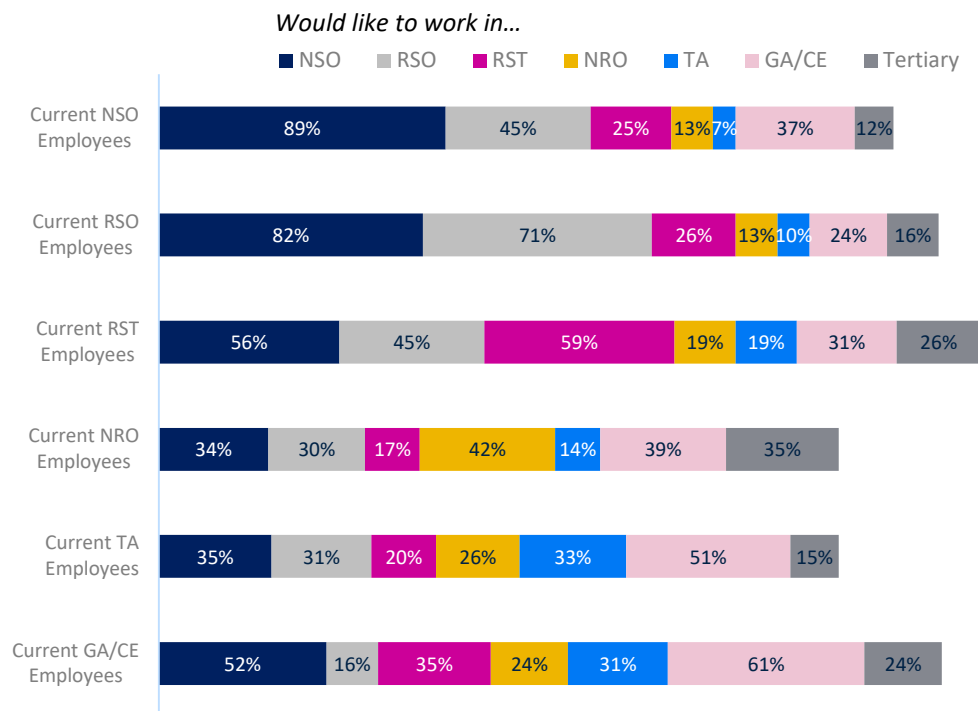
NB: NOT asked of those indicating they would like to work in a sector other than sport and recreation and NOT asked of those indicating they weren't interested in any of the areas of work measured

WOULD LIKE TO WORK IN...	TOTAL	HIGHER AMONGST CURRENT EMPLOYEES OF...
NSOs	62%	NSOs (89%), RSOs (82%)
RSOs	43%	RSOs (71%)
Government Agency/Crown Entity	37%	GAs/CEs (61%), TAs (51%)
RSTs	35%	RSTs (59%)
NROs	21%	NROs (42%)
Tertiary Institution	21%	NROs (35%), RSTs (26%)
Territorial Authorities	17%	TAs (33%)
Other	10%	
None of the above	9%	

Multiple responses allowed. Base: Would like to work in the sector in one or more of the areas of work measured (n=1,046)

The largest group of current sport and recreation employees aspire to working in NSOs, with large groups also aspiring to paid employment in RSOs, government agencies/crown entities and RSTs. Considered by current employer type, we can see that employees already working for that type of organisation are more interested in working for the same type of organisation in the future. However, 'loyalty' is strongest amongst employees of NSOs and RSOs.

The following chart depicts the future employment preferences of current employees in each of the main organisation types in further detail.



Multiple responses allowed. Base: Would like to work in the sector in one or more of the areas of work measured (n=1,046)

Q: What is it about roles in this/these organisations that interests you?

As seen with reasons given for roles of interest, the opportunity to make a positive difference in the community and/or with people was a notable theme to come through in the comments relating to organisations of interest. The ability to influence change and make a difference in the sector, professional development opportunities, positive work environment and interest in the particular sport were other strong themes to come through.

“Career development... Best fit for my skills and experience... It would be good to have the opportunity to focus on one sport rather than trying to assist multiple codes”

“They make a difference to numerous people and I have experience working with larger teams”

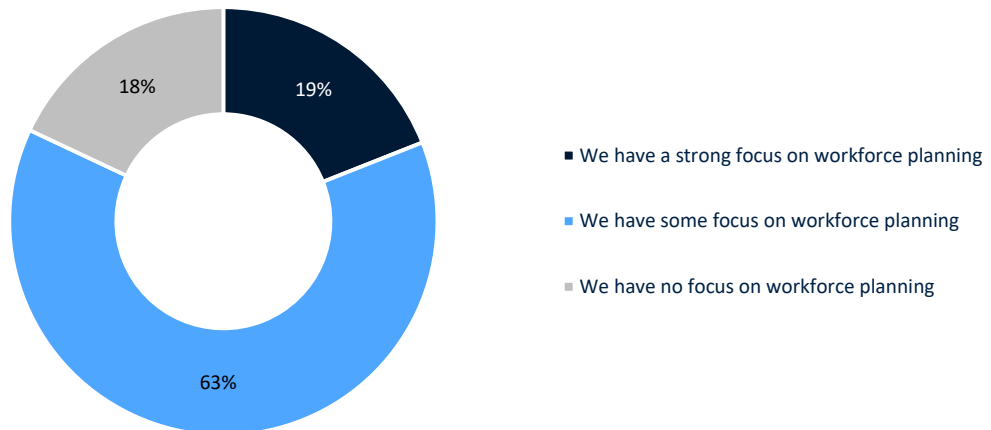
“Opportunity for further personal growth and development and also ability to have greater impact on the development of the sport”

Workforce Planning in the Sport and Recreation Sector

The following questions were asked of **Chief Executives** only.

Current Focus on Workforce Planning

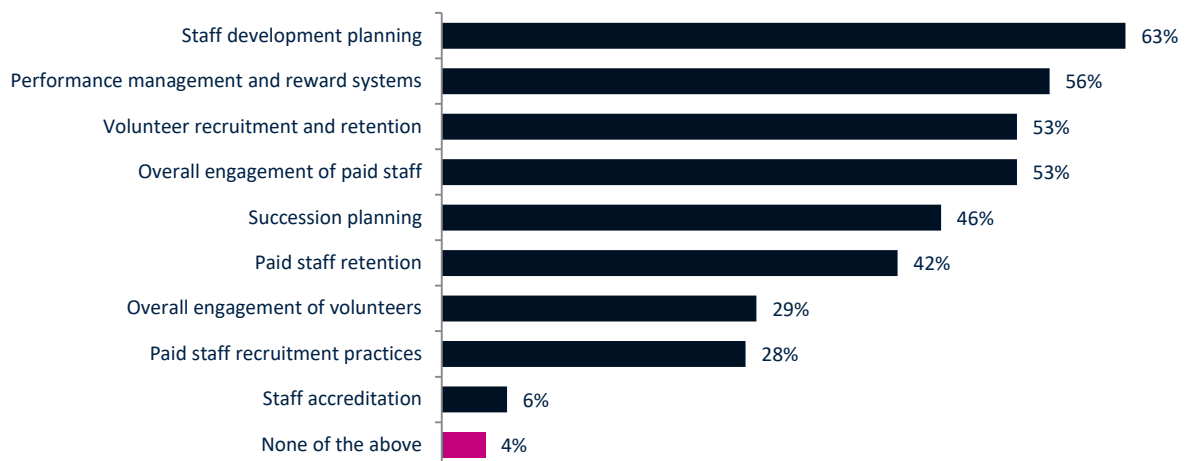
Q: Workforce Planning is the ongoing practice of analysing and forecasting the skills and roles your organisation needs to be successful in the short, medium and longer term. To what extent is your organisation currently focused on Workforce Planning?



Single Response. Base: Chief Executives (n=72)

Feedback from Chief Executives suggests that four out of five organisations in the sport and recreation sector have at least some focus on Workforce Planning - with approximately one in five having a **strong** focus. However, almost one in every five organisations has no focus on Workforce Planning at all.

Q: On which of the following does your organisation have a focus?

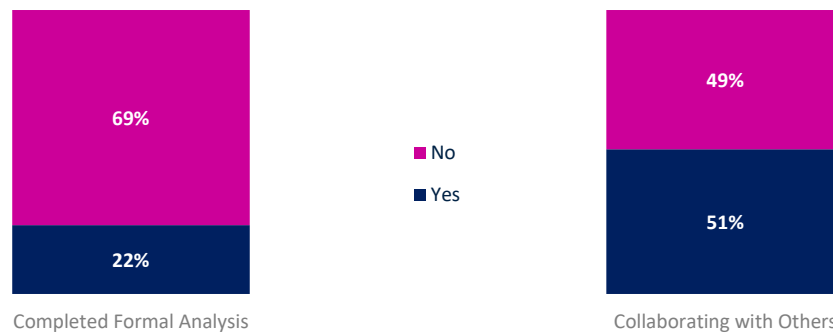


Multiple responses allowed. Base: Chief Executives (n=72)

Feedback from Chief Executives indicates that the main areas of focus are staff development planning, performance management and reward systems, volunteer recruitment and retention and the overall engagement of paid staff.

Q: Has your organisation completed a formal analysis of the skills/workforce required to meet its needs in the future?

Q: Is your organisation collaborating with others to address workforce challenges?



Single Response for each question. Base: Chief Executives (n=72)

Survey data indicates that less than a quarter of organisations have completed a formal analysis of workforce requirements. Half of the organisations are collaborating with others to address workforce challenges.

Priorities for Workforce Planning

Q: Finally, what do you see as the most urgent/most critical requirements for workforce planning in the sport and recreation sector generally?

Chief Executives emphasised having the means to attract and develop “young talented” staff in the sector, setting clear career pathways, and being able to remunerate for the skills and ability people offer as the most pressing issues. Poor remuneration was seen as the key challenge in this regard. The importance of having good leadership was also highlighted by many.

“Keeping the sector attractive to young talented individuals”