

# 2016 Sport and Recreation Paid Workforce Survey

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Prepared for Sport NZ Group

April 2016

## Contents

<b>Executive Summary .....</b>	<b>4</b>
<b>Introduction .....</b>	<b>10</b>
<b>Research Objectives .....</b>	<b>10</b>
<b>Research Approach .....</b>	<b>11</b>
<b>Snapshot of the Sport and Recreation Workforce .....</b>	<b>12</b>
Organisation Type .....	12
Main Area of Work .....	12
Time in Current Role .....	14
Time in the Sector .....	14
Employment Agreement Arrangements.....	15
Average Hours Worked in a Week.....	15
First Paid Role in the Sector .....	16
Highest Formal Qualification .....	17
Formal Sport and Recreation-Specific Qualifications .....	18
Highest Formal Sport and Recreation-Specific Qualifications .....	18
Gender Profile.....	19
Age .....	21
Ethnicity .....	21
Region of Residence .....	23
Priorities.....	24
Income .....	25
<b>Entering the Sport and Recreation Sector .....</b>	<b>27</b>
Organisation Type – First Role .....	27
Area of Work – First Role .....	27
Time in First Role .....	28
Work Arrangements – First Role.....	28
Obtaining a First Role.....	29
Planning for a Career in the Sector .....	30
Difficulty in Securing First Role .....	30
<b>Experience in Other Sectors.....</b>	<b>32</b>
Employment Outside of the Sport and Recreation Sector .....	32
<b>Volunteer Experience in the Sport and Recreation Sector.....</b>	<b>33</b>
Past and Current Volunteer Experience .....	33
Areas Worked as a Volunteer .....	33
Motivations for Volunteering .....	34
<b>Experience of Employment in the Sport and Recreation Sector .....</b>	<b>35</b>
Attractions of First Role .....	35
Extent to which First Role Met Expectations .....	36
Attractions of Current Role.....	37
Extent to Which Current Role Has Met Expectations .....	38
Experience of Current Role .....	39
Time Intend to Spend in Current Role .....	42
Propensity to Recommend Current Role .....	43
Propensity to Recommend Current Employer.....	44
Benefits of Working in the Sport and Recreation Sector .....	45

Challenges of Working in the Sport and Recreation Sector .....	46
Propensity to Recommend Working in the Sport and Recreation Sector .....	47
<b>Future Aspirations .....</b>	<b>48</b>
Views on Working in the Sport and Recreation Sector .....	48
Other Sectors of Interest .....	48
Benefits of Employment in Other Sectors .....	49
Perception of Personal Employment Opportunities in the Sport and Recreation Sector .....	49
Preferred Areas of Employment .....	51
Preferred Employers .....	52
<b>Workforce Planning in the Sport and Recreation Sector .....</b>	<b>54</b>
Current Focus on Workforce Planning .....	54
Skill Levels of Staff in Critical Roles .....	55
Time Taken to Recruit for Critical Roles .....	56
Priorities for Workforce Planning .....	56

## Executive Summary

This report presents the results of the 2016 Sport and Recreation Paid Workforce Survey. This research will inform the ongoing development of Sport NZ's Workforce Planning (WFP) Programme and provides a set of benchmarks against which to measure trends over time and to evaluate the impact of WFP activities.

The findings outlined in this report are based on a total sample of n=1039 paid employees of 102 organisations in the sport and recreation sector. These organisations include National Sports Organisations (NSOs), Regional Sports Organisations (RSOs), Regional Sports Trusts (RSTs), National Recreation Organisations (NROs), Territorial Authorities (TAs), and a range of other organisations grouped as 'other' (a group which includes government agencies, tertiary education institutions and other organisations providing services on contract to the sport and recreation sector).

### Key Findings

#### Snapshot of the Sport and Recreation Workforce

- Survey respondents had worked in their **current role** for 3 years and 8 months on average. In total, they had worked in paid employment in the sport and recreation sector for almost 10 years on average. Other employees had the longest average length of service in the sector, at nearly 12 years.
- More than 40% of paid employees are currently working in their **first paid role** in the sport and recreation sector. This proportion increases to more than 50% in NSOs and TAs.
- The great majority of people in the sector are employed on permanent employment agreements (81%), 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. Employees of NSOs have the longest average working week (47.3 hours) and employees of TAs the shortest (39.4 hours). Hours worked per week are also significantly higher than average amongst people employed in High Performance Coaching roles (54.5 hours), High Performance Programmes/Campaign roles (54.1 hours), Team Support roles (52.8 hours), Referee/Umpire and Official roles (52 hours) and Leadership and Management roles (49.1 hours).
- Full-time employees work an average 45.8 hours a week; part-time employees 22.9 hours.
- Survey results indicate that more than 50% of paid employees are formally qualified at NCEA Level 7 or above (i.e. Bachelor's Degree, Graduate Diploma or Certificate). Almost half of those with formal educational qualifications had/also had qualifications specifically related to the sport and recreation sector.

- The workforce profile closely matches the population profile by gender, being more or less evenly divided female/male. However, the workforce of RSOs is significantly male-skewed, while the reverse is true of RSTs and TAs.
- The age profile of the sample is clustered heavily between 20 and 59 years of age, as would be expected of a workforce sample. However, there were no respondents between 15 and 19 years of age, and just 6% of the sample was aged 20 to 24 years of age. At the other end of the age spectrum, just 7% of the sample was aged 60 years or more.
- In total, 80% of the sample identified as NZ European and 13% as Māori. Employees of NSOs, RSOs and Other were more likely to identify as NZ European and for NSOs and NROs, considerably less like to identify as Māori, relative both to the overall sample distribution and the population as a whole. Ethnic Asians (comprising 11.8% of the New Zealand population at the time of the 2013 Census) were significantly under-represented in the sport and recreation workforce sample.
- 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 **keeping fit** in this context. **Building my career** ranked fourth in the list of life priorities and was one of the top 3 priorities for just over a quarter of the sample in total. This relates in part to the age profile of the sector workforce, with younger people most strongly focused on career development but also under-represented in the sample.
- The highest earning employees in the sector as those employed by 'other' organisations. 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

- People enter the sport and recreation sector via a wide range of roles with a wide range of organisations (including many outside of the traditional NSO/RSO/RST etc. structure – such as gyms, dance associations and ethnic sport and recreation groups). On average, people spend 4 years and 2 months in their first role in the sector.
- Peoples' first experience of paid employment in the sector is often on a fixed (21%) or casual (8%) employment agreement, and often on a part-time (21%) or casual (3%) basis.
- 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. It also reinforces the

findings of the qualitative research that preceded the online survey, in which participants talked of a sector that operates on a 'who you know' as much as 'what you know' basis.

- Survey results also indicate that just 20% 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.
- Fewer than 20% of respondents found it difficult to secure their first paid employment in the sector. People with higher levels of education and/or sector-specific qualifications generally found it easier than others to secure their first employment in the sector.

### Experience in Other Sectors

- In total, 90% of respondents had worked in paid employment in sector/s other than sport and recreation. Most commonly, roles held in other sectors were Managerial, Professional and/or Clerical/Administrative.

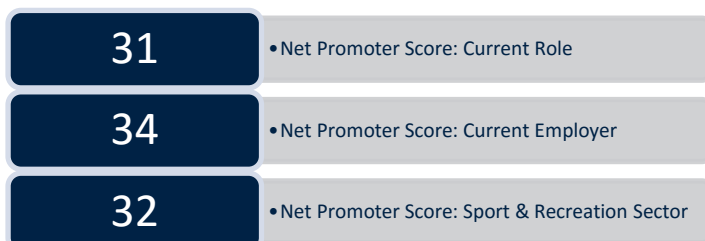
### Volunteer Experience in the Sport and Recreation Sector

- Around one in three employees are currently also working as volunteers in the sport and recreation sector, and more than 50% have worked as a volunteer or unpaid intern in the past. Most often, volunteering involves coaching a team or individual, general support for a team or club, assistance with the staging or management of events, or managing a team or individual.
- 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. It is noted that these motivations can also be seen in the choice of paid employment in the sport and recreation sector (at entry-level and in respondents' current roles).

### 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 career opportunities, opportunities to learn and develop personally, and the 'fit' with their lifestyle.
- For the most part, this first employment experience in the sport and recreation sector meets or exceeds expectation, due largely to the frequent opportunities being presented while in their role.
- 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 of personal interest, perceptions of career opportunities and opportunities to learn and develop personally, 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 quality of management and leadership encountered. Those who felt their current role had fallen short of expectation attributed this mainly to a lack of/inadequate leadership and pay.
- 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 as a highlight. On the other hand, many are critical of the resources they have available to do their job (especially people working for NSOs and RSOs) and many feel they aren’t well-rewarded or recognised for the contribution they make.
- 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 it seems initial enthusiasm wanes.
- 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 31 for current roles in the sector.
- In respect of their **current employer**, 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. However, this varies considerably by organisation type, ranging from a low of 17 (for TAs) to a high of 58 (for RSTs).
- In total, 46% 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 14% can be classified as ‘detractors’. This results in a Net Promoter Score for the sector of 32.
- These NPS scores can be viewed as baselines against which to measure change over time.



## Future Aspirations

- Survey results indicate that the sector contains a 'hard core' of 11% who are only ever interested in working in the sector and 68% who would **prefer** to remain in the sector (a combined total of almost 80% of the paid workforce who would like to stay in the sector).
- However, only half of all survey respondents believed there were good or excellent employment opportunities in the sector **for them personally**.
- More than half 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, recreation, high performance programmes/campaigns and programme delivery.
- The largest group of sector employees aspires to work in an NSO (64%).

## Workforce Planning in the Sport and Recreation Sector

- Feedback from Chief Executives suggests that four out of five organisations in the sport and recreation sector report that they have some focus on Workforce Planning. However, 71% have not completed a formal analysis of workforce requirements. 60% did signal 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. A number of High Performance roles are also identified in this context.
- Chief Executive, Board Chair, High Performance Director and Head/High Performance Coach roles are considered to take longest to recruit for.



## Conclusions

This research highlights a number of opportunities for development of the Sport and Recreation Sector workforce, but also a number of risks.

Based on feedback from survey respondents, it is apparent that the workforce is highly motivated and there is an inherent passion for, and belief in the value of, the work undertaken in the sector. This extends beyond paid employment to the considerable volunteer contribution that paid employees also make to the sector. Individuals have a genuine desire to contribute and this provides a powerful starting point for the further development of the workforce.

At the same time, there is evidence of frustration and dissatisfaction, particularly as regards workloads and working hours, recognition and reward, resourcing and leadership.

Many people see limited opportunity for career progression within the Sport and Recreation Sector. While many aspire to management and leadership or other roles, only half of those currently employed in the sector believe these opportunities are available to them. There seems opportunity to better define and promote the career opportunity that are available and then to provide greater support for those wishing to progress within the sector.

There is also evidence that the sector would benefit from the application of more effective HR processes and practices. For example, it is apparent that many people working in the sector are employed on the basis of their contacts and networks – this may or may not mean these people are best qualified for, or best suited to, the roles to which they are appointed. It may also mean that opportunities for career progression are not available to others already working in the sector.

Results indicate 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, consideration should also be given to how opportunities are provided for those wanting to progress from within the sector.

Finally, it seems important to focus on the improvement of workforce planning and management practices in the near future. Results indicate that a large proportion of those in paid employment are intending to leave their current roles, many within the coming year. Adopting more effective recruitment, retention, personal development and leadership practices will help ensure the sector 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 develop a WFP Programme, primarily for its sector partners.

The Sport NZ Group WFP Programme is designed to ensure the sector has a skilled workforce, capable of delivering quality sport and recreation experiences that meet the current and future needs of New Zealanders. With this in mind, 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

The current research was commissioned to support activities in Sport NZ's WFP Programme, including the identification of skills and qualifications needed to work in the sector, suitable recruitment strategies and effective approaches to workforce development and promotion.

To this end, 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.

## Research Approach

This research employed a combination of qualitative and quantitative research methods, over two phases as follows.

### 1. Qualitative Interviews

To provide critical input to the design of the workforce planning survey, a total of n=12 in-depth interviews were undertaken with people currently working in the sector. The sample was carefully selected to encompass a diverse set of individuals working in key roles and a range of organisations across the sector. Eleven interviews were undertaken in person – in Auckland, Wellington and Christchurch - and one by Skype, with each interview lasting for approximately 60 minutes.

Through the interviews, insight was sought on the needs, motivations, expectations and experiences of people working in the sector. Participants were encouraged to speak freely and frankly, with their confidentiality assured.

Findings were summarised in a short paper and used to develop and refine the content, structure and terminology used in the design of the questionnaire for the second stage. Key points from the qualitative research have also been noted in this report where relevant.

### 2. Quantitative Online Survey

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 total, **102 organisations** contributed to the survey (providing databases or encouraging staff to opt-in to the survey via an online form set up for this purpose). The organisations consisted of **30 national sports organisations (NSOs)**, **35 regional sports organisations (RSOs)**, **13 regional sport trusts (RSTs)**, **12 territorial authorities (TAs)**, **7 national recreation organisations (NROs)** and **5 organisations classified as 'Other'** (including Sport NZ, tertiary and other education providers and organisations providing support services to the sector under contract).

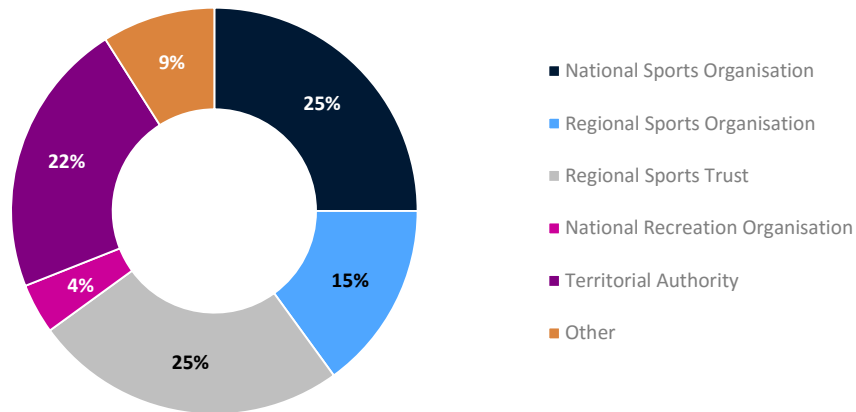
A total of n=2,415 people were invited to participate in the confidential workforce survey, of whom **n=1,039 responded** by the date the survey closed (14 March 2016): a 43% response rate overall. However, it is noted that most parts of the sector achieved exceptional response rates of **57% or more** and the overall response rate was impacted by one or two larger organisations which supplied databases that included a large number of individuals for whom the survey was not directly relevant.

This report summarises the overall findings of the survey. Organisation-specific summaries have been prepared for all organisations from which at least 10 employees participated (detailing the individual organisation's results relative to its sub-sector averages and the averages for the sector as a whole), while sector-specific summaries have been prepared for all other organisations contributing to this research.

# Snapshot of the Sport and Recreation Workforce

## Organisation Type

Distribution of sample by organisation type

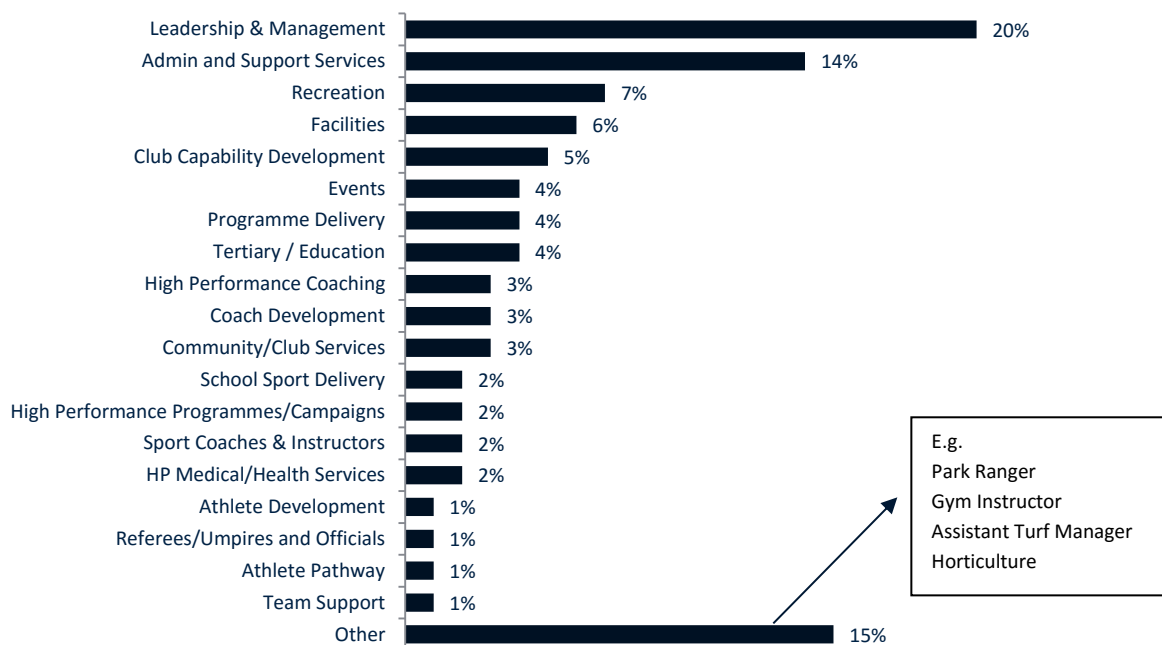


Organisations Prepopulated. Base: Total Sample (n=1,039)

A total of  $n=1,039$  paid employees from 102 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=1,039)

Employees in Leadership & Management and Admin & Support Services comprised the largest groups within the sample, at 20% and 14% 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. Respondents selecting 'other' listed a wide range of roles including such examples as park rangers and gym instructors. The tables following breakdown the areas of work by role titles:

High Performance			
<b>High Performance Coaching</b>	<b>n=35</b>	<b>Athlete &amp; Team Support</b>	<b>n=5</b>
Head Coach	55%	Player Services Manager	40%
Assistant Coach	18%	Support Team	20%
Strength and Conditioning Coach	15%	Team Manager	20%
Coaching Director	6%	Other	20%
Franchise Coach	3%	<b>High Performance Medical/Health Services</b>	<b>n=18</b>
Technical Coach	3%	Nutritionist	6%
Other	0%	Physiotherapist	6%
<b>High Performance Programmes/Campaigns</b>	<b>n=22</b>	Psychology/Mental Skills Specialist	6%
High Performance Director	86%	Other	83%
Other	36%	<b>Athlete &amp; Team Performance</b>	<b>n=4</b>
Discipline Manager	14%	Sport Performance Manager	25%
<b>Referees/Umpires &amp; Officials</b>	<b>n=10</b>	Statistician	25%
Umpire Development Manager	50%	Other	50%
Officials	10%	<b>Athlete Pathway</b>	<b>n=9</b>
Umpire Coach	10%	Talent Development Manager	67%
Umpires	10%	Other	33%
Other	20%		

Community Sport			
<b>Sport Coaches &amp; Instructors</b>	<b>n=19</b>	<b>Team Support</b>	<b>n=6</b>
Fitness Instructor	53%	Team Managers	67%
Club Coach	11%	Other	33%
Primary School Coach	11%	<b>Programme Delivery</b>	<b>n=40</b>
Rep Coach	5%	Programme Manager	35%
Secondary School Coach	5%	Regional Development Officer	20%
Other	16%	Community Sport Director (Manager)	5%
<b>Coach Development</b>	<b>n=31</b>	National Participation & Development Officer	5%
Coachforce Development Officer	61%	National Participation Manager	3%
Coach Development Manager/Director	26%	Other	33%
Other	13%	<b>Community/Club Services</b>	<b>n=23</b>
<b>Athlete Development</b>	<b>n=14</b>	Community Liaison Officer	22%
Talent Development Manager	71%	Young People Manager	19%
Pathway to Podium Manager/Co-ordinator	21%	Green Prescription Manager	15%
Other	7%	District Co-ordinator	11%
<b>School Sport Delivery</b>	<b>n=25</b>	Kaiwhakahaere	4%
Regional Sports Director	24%	Other	30%
Junior Sport Co-ordinator (Primary Schools)	20%	<b>Club Capability Development</b>	<b>n=53</b>
School Sports Coordinator	16%	Sport Development Manager	81%
Secondary School Manager	4%	Club Development Manager	11%
Other	36%	Other	8%
<b>Club Administration</b>	<b>n=6</b>	<b>Recreation</b>	<b>n=71</b>
Club President	17%	Recreation Team Leader	30%
Club Secretary	17%	Recreation Instructor	25%
Other	67%	Recreation Guides	13%
<b>Community Sport Umpires &amp; Officials</b>	<b>n=2</b>	Other	32%
Other	100%		

Administration			
<b>Leadership &amp; Management</b>	<b>n=206</b>	<b>Events</b>	<b>n=48</b>
Chief Executive	24%	Events Coordinator	42%
General Manager	23%	Events Manager/Director	38%
Finance Manager	7%	Event/Marketing/Promotions Lead	10%
Relationship Manager	7%	Operations and Logistics Lead	8%
Commercial Director	4%	Other	2%
Facilities Manager	3%	<b>Facilities</b>	<b>n=61</b>
Marketing and Communications Manager	2%	Facilities/Centre Manager	28%
HR Manager	2%	Operations Role	28%
Administration Manager	1%	Administration Role	21%
Events/Promotions Manager	1%	Facilities Planning Role	10%
Other	26%	Programme Role	5%
<b>Governance</b>	<b>n=4</b>	Other	8%
Other	100%	<b>Tertiary/Education</b>	<b>n=40</b>
<b>Admin &amp; Support Services</b>	<b>n=145</b>	Support Staff	28%
Administrator	59%	Lecturer	20%
Receptionist	13%	Instructor	10%
Secretary	7%	Researcher	8%
Other	21%	Other	35%

### Time in Current Role

Q: How long have you held your current role?

Total Average	3 years 8 months
Territorial Authority (TA)	4 years 9 months
Regional Sports Organisation (RSO)	3 years 8 months
Other	3 years 8 months
Regional Sports Trust (RST)	3 years 5 months
National Recreation Organisation (NRO)	3 years 4 months
National Sports Organisation (NSO)	3 years 1 month

Base: Total Sample (n=1,039)

On average, respondents had worked in their current role for three years and eight months. Employees of TAs averaged the longest tenure at four years and nine months, while respondents working for NSOs had, on average, worked in their current roles three years and one month.

### Time in the Sector

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

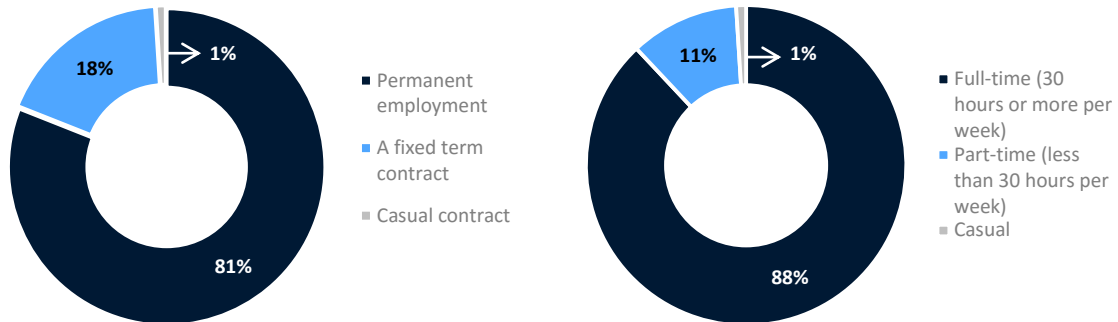
Total Average	9 years 11 months
Other	11 years 11 months
Regional Sports Organisation (RSO)	10 years 2 months
National Sports Organisation (NSO)	9 years 11 months
Territorial Authority (TA)	9 years 11 months
Regional Sports Trust (RST)	9 years 4 months
National Recreation Organisation (NRO)	8 years 5 months

Base: Total Sample (n=1,039)

The average time respondents had worked in the sport and recreation sector was nine years and eleven months. Respondents working in 'other' organisation types averaged the longest time working in paid employment in the sector at nearly twelve years.

### Employment Agreement Arrangements

Q: Is your current role...?



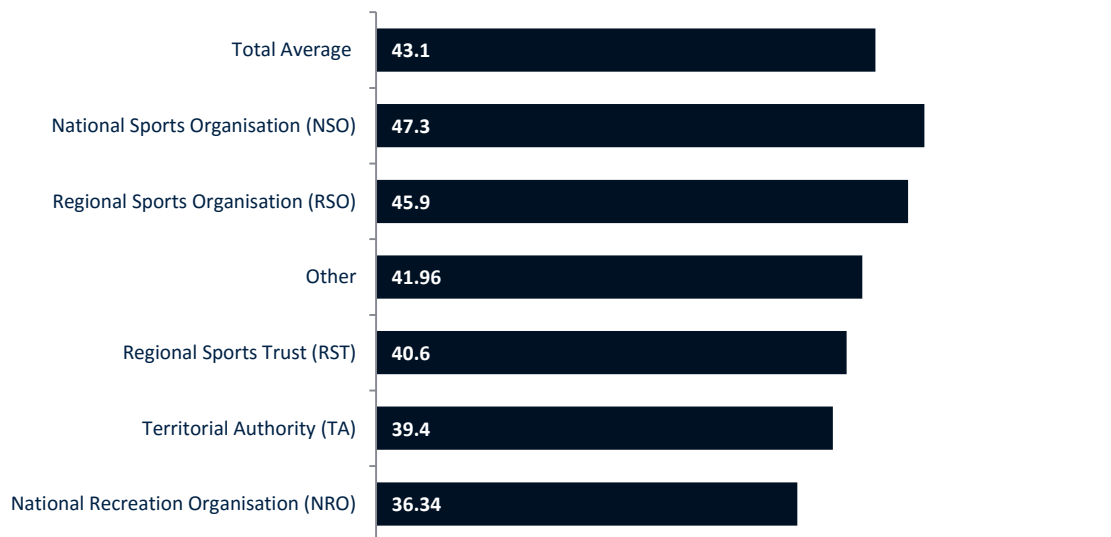
Single Response. Base: Total Sample (n=1,039)

Single Response. Base: Total Sample (n=1,039)

The great majority of respondents (81%) were on permanent employment agreements and nearly 90% worked on a full time basis.

### Average Hours Worked in a Week

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



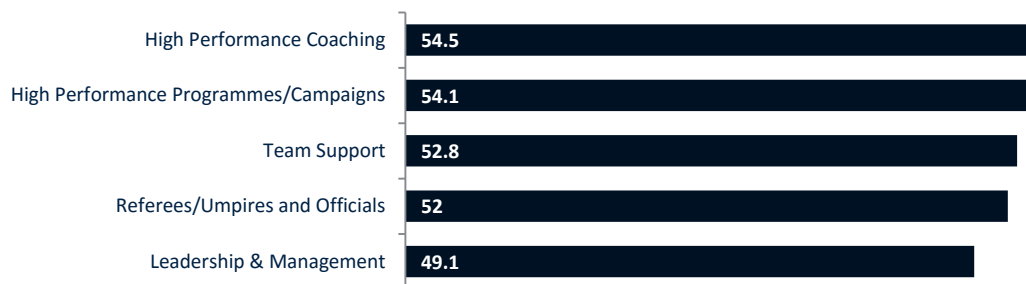
Base: Total Sample (n=1,039)

Employees in almost all sectors, on average worked longer than a 40-hour working week. Respondents averaged 43.1 hours of work a week, with those working for NSOs having the highest average of 47.3 hours. Employees of NROs averaged the shortest working week, at just over 36 hours.

Breaking down the averages by full-time and part-time employment classifications, full-time workers (88% of the sample) reported an average of 45.8 hours a week. Part time workers (who made up just over 10% of the total sample) averaged 22.9 hours a week.

Analysis of the average hours worked a week by respondents' areas of work showed averages ranging from 54.5 to 32.1 hours a week. The two categories working the longest hours on average were High Performance Coaching and High Performance Programmes/Campaigns, averaging 54.5 and 54.1 hours work a week respectively.

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

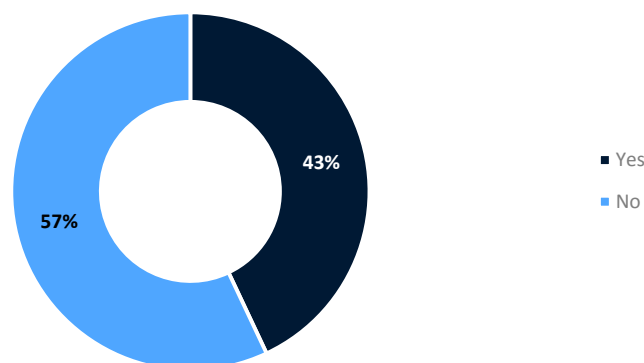


Working hours was a subject frequently raised by respondents in the qualitative interviews that preceded the workforce survey. Interviewees often cited the long hours worked in their roles as a concern and expressed the view that they did not have enough time (or resources) to complete all of their objectives.

*“Workload is hard, under resourced, being never 100% up to date has become normal... you don’t ever have everything checked off your to do list” – Qualitative Interview*

### 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=1,039)

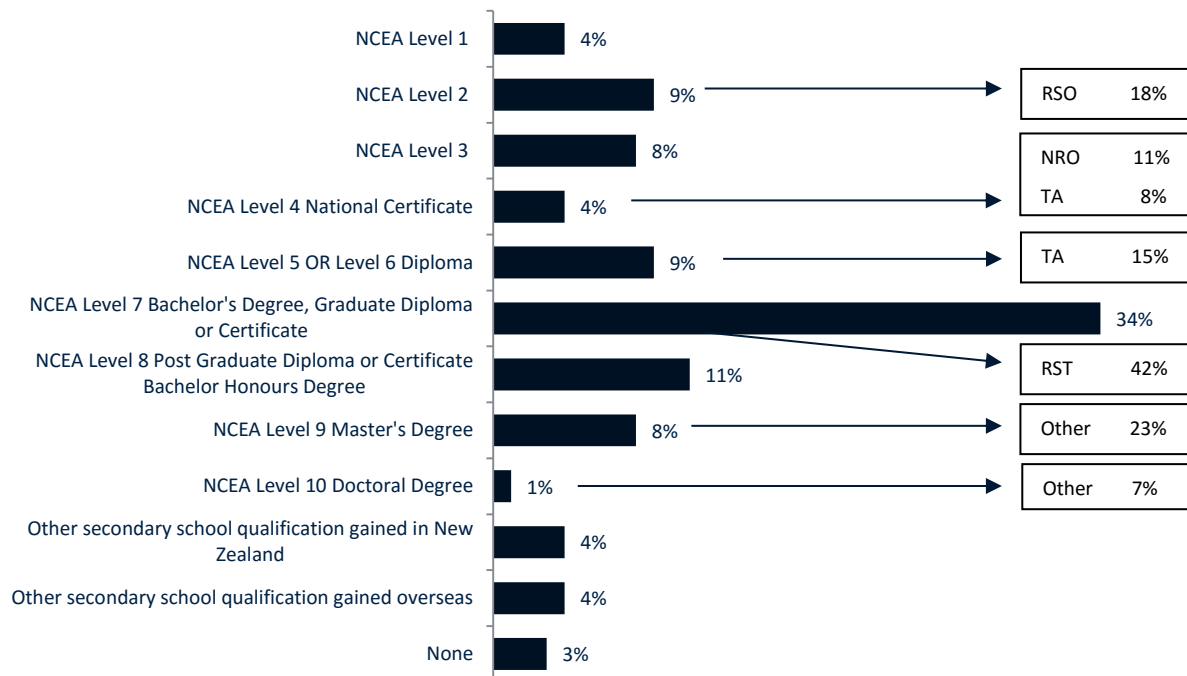
For over 40% of the sample, their current role is their first role in the sport and recreation sector; a significant proportion of the sample.



More than 50% of respondents employed by NSOs and TAs were working in their first paid role in the sport and recreation sector, while the figure for NSO's was just 32%.

### Highest Formal Qualification

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

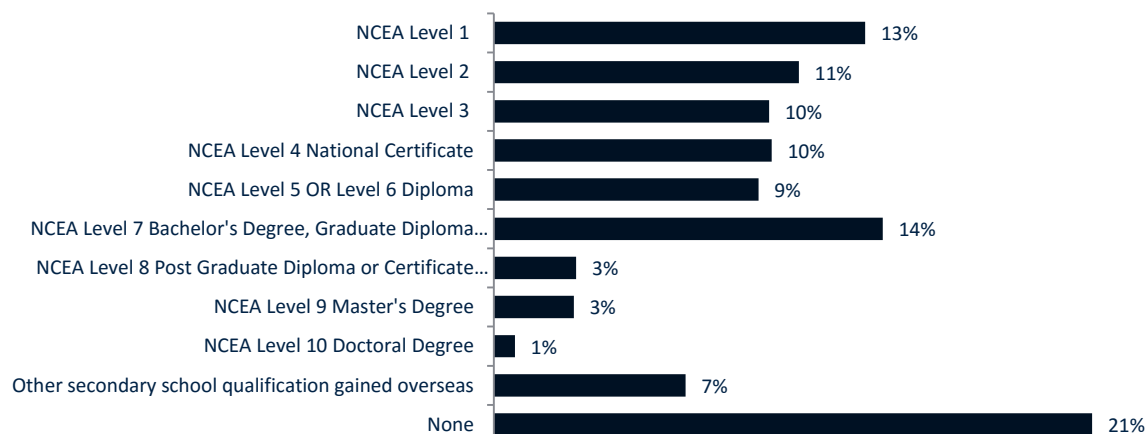


Single Response. Base: Total Sample (n=1,039)

Around one-third of the survey sample had an NCEA Level 7 Bachelor's Degree, Graduate Diploma or Certificate as their highest formal qualification, while another 20% held a formal qualification higher than level 7. In total, more than 50% 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. 7% of those employed by Other organisations were qualified at 'NCEA Level 10, Doctoral Degree'; a result that is perhaps not unexpected given that this group includes tertiary institutions.

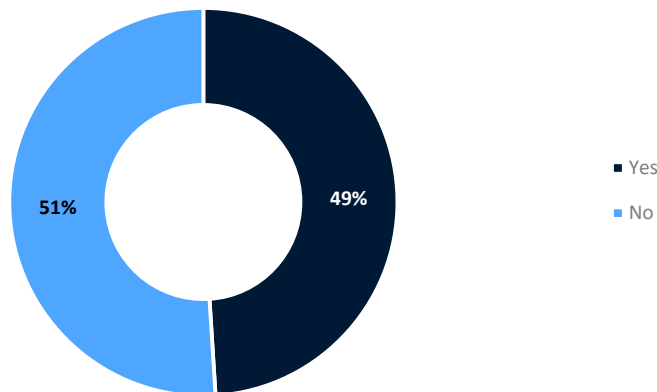
### 2013 NZ Census – Highest Formal Qualification Achieved (age 15+)



### Formal Sport and Recreation-Specific Qualifications

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

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

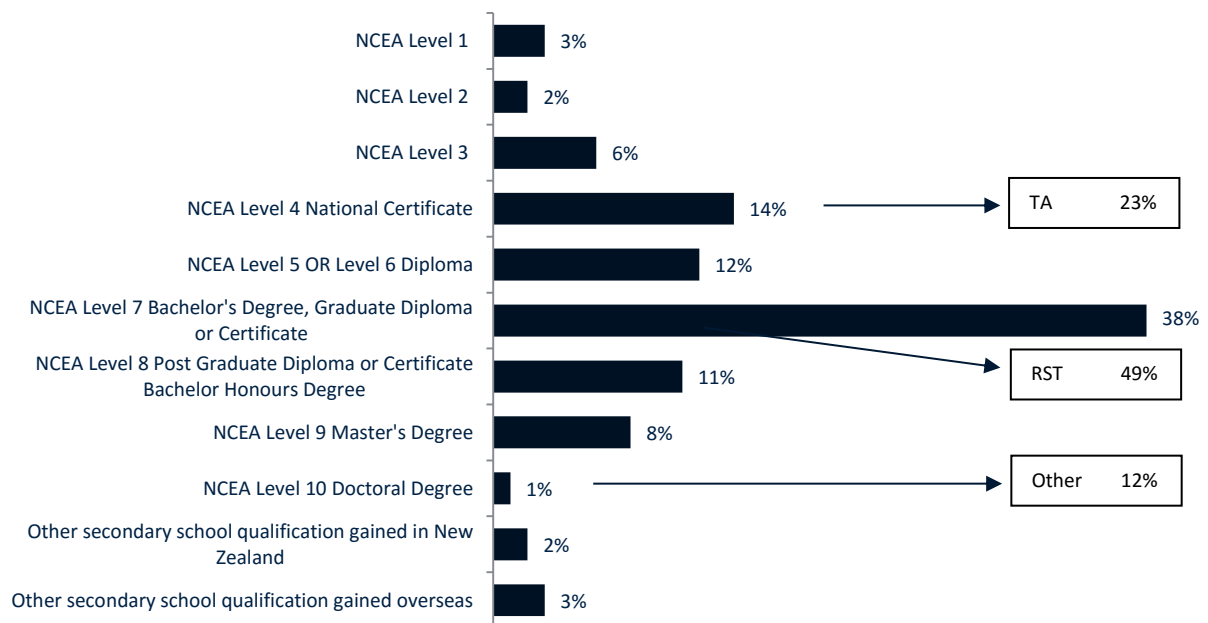


Single Response. Base: Hold Formal Educational Qualification (n=1,009)

Interestingly, almost half of respondents with a formal qualification had/also had a 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 the sport and recreation sector?



Single Response. Base: Hold Sport and Recreation-Specific Qualification (n=492)

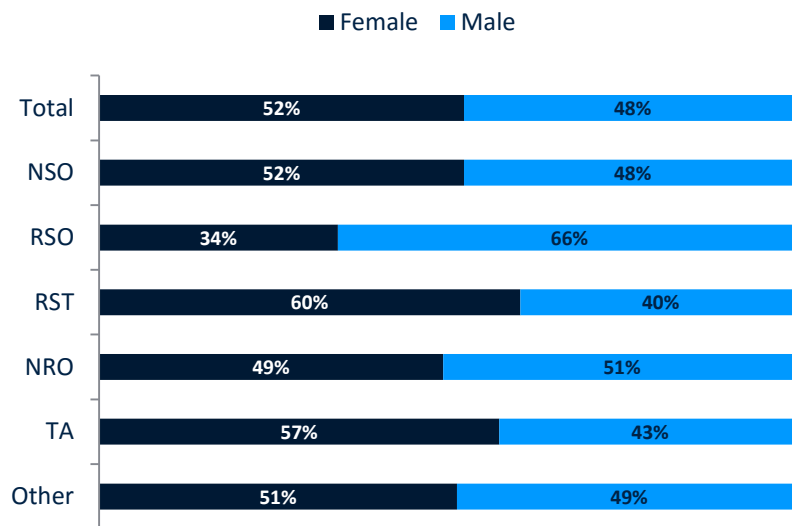
Comparing respondents' highest formal qualifications to specifically sport and recreation-related qualifications, the key area of difference concerns 'NCEA Level 4 National Certificate' level qualifications; with a larger proportion of those with sport and recreation-related qualifications holding qualifications at this level (14% compared to 4%). This is likely a result of many 'industry'

focused or 'subject' focused qualifications designed to cater for the needs of specific sectors being placed at this level.

In comparison to the highest qualification data from the 2013 NZ census, the sport and recreation workforce sample has a much higher proportion of individuals qualified at NCEA levels 7 to 10.

## Gender Profile

Q: Are you?



WFP Survey: Single Response. Base: Total Sample (n=1,039)

52% of the total sample was female and 48% male – no respondents identified themselves as gender diverse. The gender profile of the sector is reflective of the population as a whole, as measured in the 2013 NZ census.

Across organisation types however, some clear differences can be seen. RSOs had the smallest proportion of female employees (at 34%), while just 40% of RST employees responding to the survey were male.

Some differences can also be seen when examining gender splits by main area of work. In six areas of work, 80% or more of the sample were either male or female (refer to the table overleaf). Employees in ten areas of work were made up of at least 60% males: notably 'leadership and management' where 63% of paid employees were male. Within the 'leadership and management' area of work, 72% of Chief Executives who participated in the survey were male.

Main Area of Work	Female	Male	Main Area of Work	Female	Male
<b>Total</b>	<b>52%</b>	<b>48%</b>	Programme Delivery	58%	42%
High Performance Coaching	12%	<b>88%</b>	Community Sport Umpires & Officials	0%	<b>100%</b>
High Performance Programmes/Campaigns	41%	59%	Club Administration	25%	75%
Athlete & Team Performance	25%	75%	School Sport Delivery	60%	40%
Athlete Pathway	44%	56%	Community/Club Services	59%	41%
Athlete & Team Support	<b>80%</b>	20%	Recreation	65%	35%
HP Medical/Health Services	<b>88%</b>	12%	Governance	25%	75%
Referees/Umpires and Officials	20%	<b>80%</b>	Leadership & Management	38%	62%
Sport Coaches & Instructors	56%	44%	Admin and Support Services	<b>81%</b>	19%
Coach Development	30%	70%	Facilities	46%	54%
Athlete Development	50%	50%	Events	54%	46%
Team Support	33%	67%	Tertiary / Education	60%	40%
Club Capability Development	38%	62%	Other	53%	47%

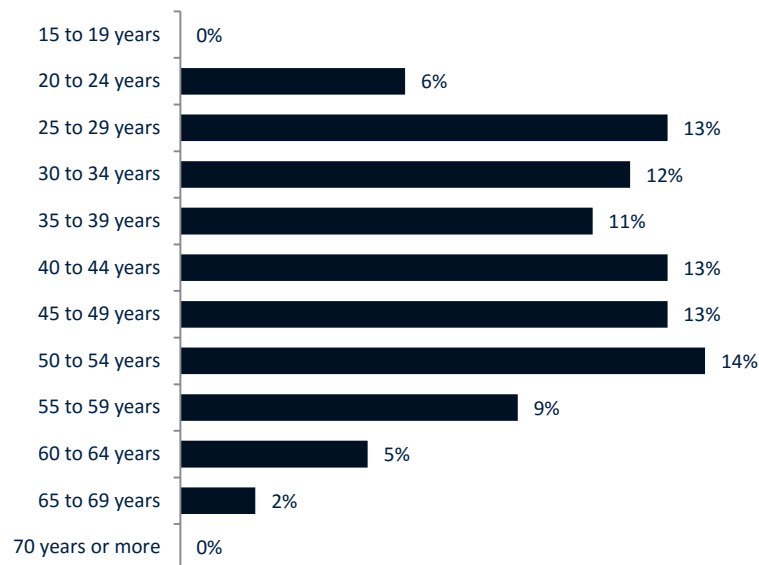
*Single Response. Base: Total Sample (n=1,039)*

Other gender differences can also be seen in the survey data: for example, 83% of female respondents were working full-time compared to 94% of male respondents; and a higher proportion of male respondents were qualified at levels 8 to 10 (57% of respondents with a Doctoral Degree were male).

Highest Formal Qualification	Female	Male
NCEA Level 8 Post Graduate Diploma or Certificate Bachelor Honours Degree	41%	59%
NCEA Level 9 Master's Degree	38%	62%
NCEA Level 10 Doctoral Degree	43%	57%

## Age

Q: Into which age group do you fall?

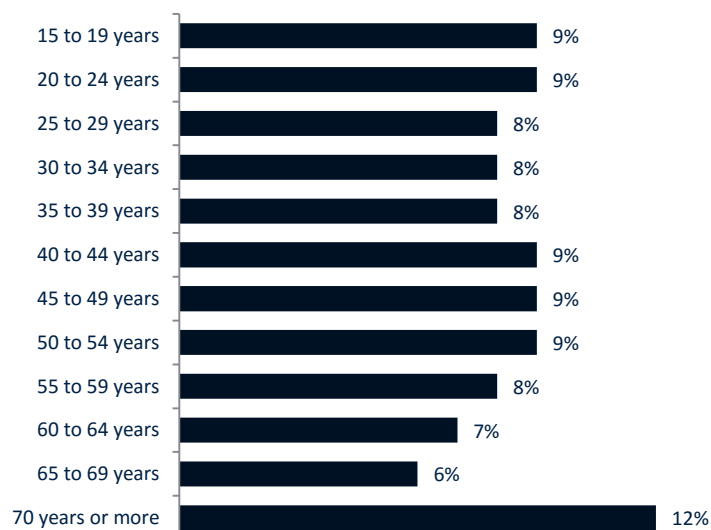


Single Response. Base: Total Sample (n=1,039)

The sample is clustered heavily between 20 and 59 years of age, as would be expected of a workforce sample. Interestingly however, there were no respondents between the ages of 15 and 19 years, and only 6% of the total sample was aged 20 to 24 years of age. At the other end of the age spectrum, just 7% of the sample was aged 60 years or more.

Examining the age profile further, 73% of 20 to 24 year olds had a specific sport and recreation qualification, 62% at an NCEA Level 7 Bachelor's Degree, Graduate Diploma or Certificate level. This is much higher than the sample averages of 49% and 38% respectively, suggesting that younger individuals entering the sector may require higher and more specific qualifications than has been the case in the past. The age profile of the workforce is consistent across all organisation types.

### 2013 NZ Census - Age Distribution (age 15+)



## Ethnicity

Q: With which of the following do you identify?

	Total Sample	NSO	RSO	RST	NRO	TA	Other	2013 NZ Census
New Zealand European	80%	86%	83%	78%	79%	75%	82%	74%
Māori	13%	8%	12%	17%	3%	15%	12%	15%
Samoan	3%	2%	2%	3%	3%	8%	1%	4%
Cook Island Māori	1%	0%	1%	1%	3%	4%	1%	1.5%
Tongan	0%	0%	1%	0%	0%	1%	0%	1.5%
Niuean	0%	0%	0%	0%	0%	0%	1%	0.01%
Chinese	1%	0%	1%	0%	5%	2%	1%	4%
Indian	1%	1%	1%	2%	0%	1%	1%	3.5%
Other	10%	11%	9%	10%	18%	10%	8%	8%
<b>Base (n=)</b>	<b>1,039</b>	<b>259</b>	<b>157</b>	<b>262</b>	<b>39</b>	<b>225</b>	<b>97</b>	

**Multiple Responses Allowed. Base: Total Sample (n=1039)**

Looking at the ethnic profile of the sample, 80% identified as New Zealand European and 13% as Māori. For NSOs, RSOs and 'other' organisations, the proportion identifying as New Zealand European was higher at 86%, 83% and 82% respectively. Both NSOs and NROs also had low Māori representation relative to the sample average.

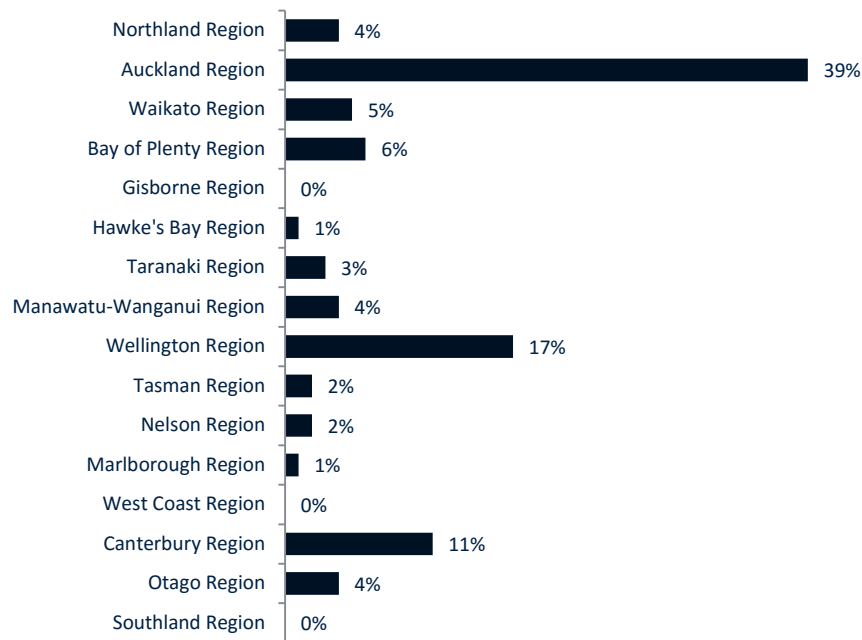
Comparing the sample's ethnic profile to the New Zealand population as measured in the 2013 census suggests that the sport and recreation workforce contains a disproportionately high proportion of NZ Europeans (80% NZ Europeans in workforce planning survey compared with 74% in the 2013 NZ census). In contrast, ethnic Asians (comprising 11.8% of the New Zealand population in the 2013 census) were significantly under-represented in the workforce sample.

The ethnic makeup of the sample did however differ by region. The table below 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 (91%) than did the Auckland sample (75%). The Wellington sample contained a higher than average proportion of respondents identifying as Māori while the Auckland sample contained higher than average proportions of people identifying with many other ethnic groups.

Ethnicity	Total	Auckland Region	Wellington Region	Canterbury Region
New Zealand European	80%	75%	82%	91%
Māori	13%	11%	13%	4%
Samoan	3%	6%	3%	2%
Cook Island Māori	1%	3%	1%	0%
Tongan	0%	1%	0%	0%
Niuean	0%	0%	1%	0%
Chinese	1%	2%	1%	0%
Indian	1%	2%	1%	0%
Other	10%	12%	8%	7%
<b>Base (n=)</b>	<b>1,039</b>	<b>408</b>	<b>177</b>	<b>114</b>

## Region of Residence

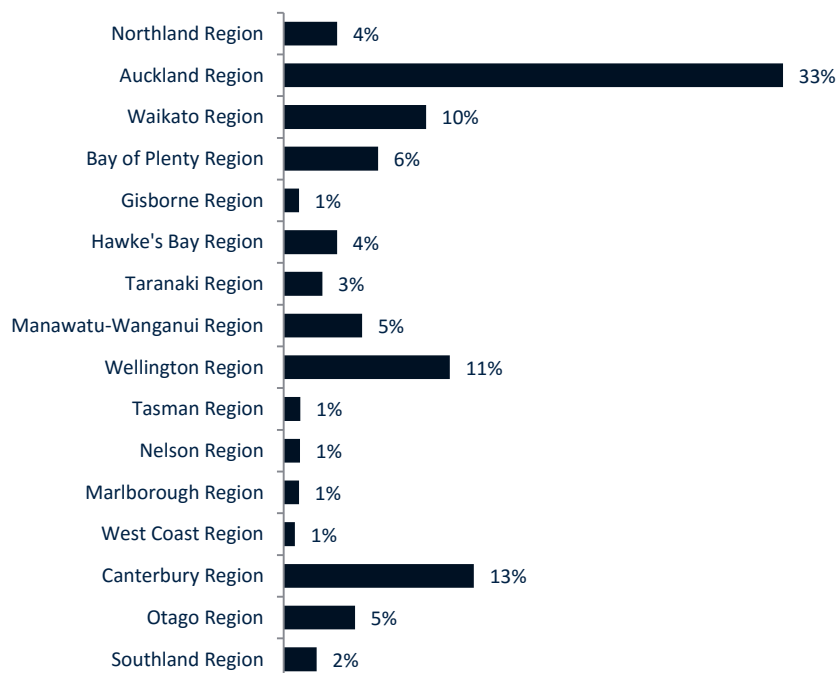
Q: In which region do you live?



Single Response. Base: Total Sample (n=1,039)

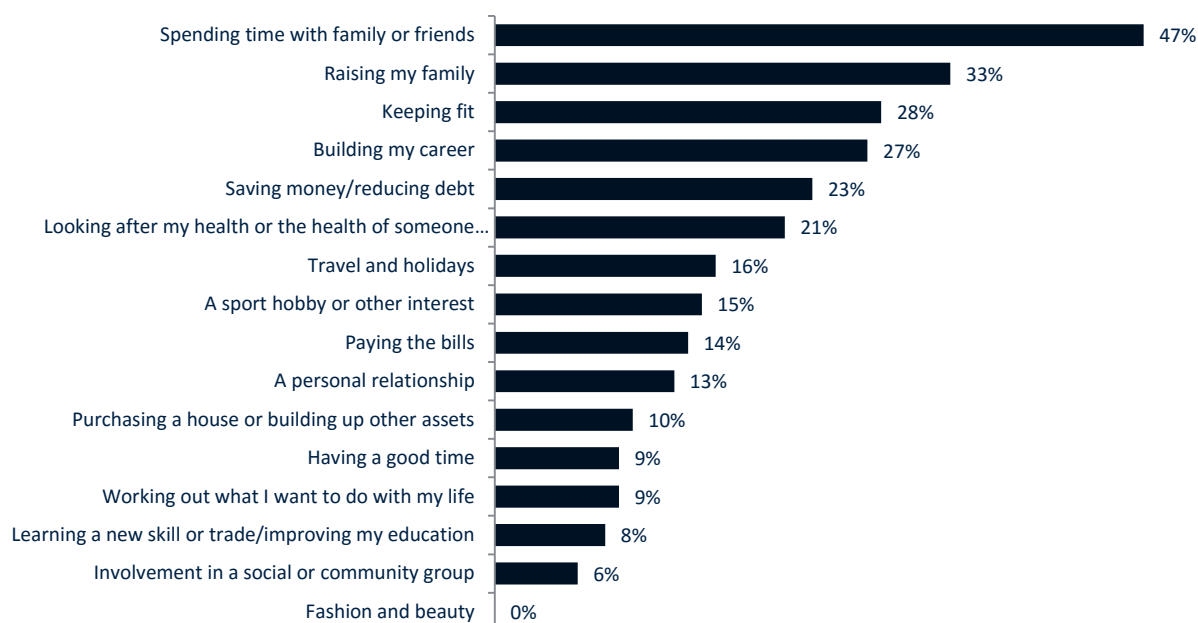
The spread of regions in which respondents lived was much as would be expected, given the geographic distribution of organisations operating in the sector. Overall, the sample distribution was largely in line with population statistics as seen in the 2013 census.

## 2013 NZ Census –Population Distribution by Region



## Priorities

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



Up To 3 Responses Allowed. Base: Total Sample (n=1,039)

The priorities of people working in sport and recreation provide some valuable context for workforce planning. As can be seen in the preceding chart, the largest group of respondents (47%) identified spending time with family or friends as one of their top three priorities. Significant groups also selected raising my family and keeping fit in this context. Building my career ranked fourth in the list of life priorities and was one of the top 3 priorities for just over a quarter of the sample in total. This suggests that many working in the sector are more focused on family, social and health objectives than career development.

Analysis of priorities by age group suggests that this relates to the age profile of the workforce, at least to some extent. As can be seen below, priorities change with age and the sector currently contains relatively fewer of those focused on career development (especially in the 20-24 year age group) and more focused on other life priorities.

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%	56%	48%	43%	35%	28%	18%	9%	10%	4%	5%
Raising my family	33%	6%	13%	35%	63%	63%	47%	29%	16%	4%	0%
Looking after my health or the health of someone else	20%	13%	12%	7%	12%	17%	25%	28%	41%	33%	45%
Spending time with family or friends	47%	30%	40%	35%	39%	43%	52%	61%	54%	67%	77%



## 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	Other
\$1 - \$5000	1%	0%	0%	0%	3%	2%	0%
\$5001 - \$10000	1%	0%	0%	1%	3%	1%	0%
\$10001 - \$15000	1%	0%	1%	1%	3%	2%	0%
\$15001 - \$20000	1%	0%	3%	2%	0%	3%	0%
\$20001 - \$25000	4%	1%	5%	4%	3%	7%	0%
\$25001 - \$30000	3%	2%	4%	2%	3%	5%	0%
\$30001 - \$35000	4%	0%	3%	7%	3%	6%	2%
\$35001 - \$40000	5%	2%	8%	7%	10%	6%	2%
\$40001 - \$50000	17%	13%	20%	25%	21%	12%	11%
\$50001 - \$60000	14%	13%	14%	20%	15%	11%	6%
\$60001 - \$70000	11%	16%	14%	8%	8%	12%	4%
\$70001 - \$100000	20%	27%	16%	15%	18%	18%	26%
\$100001 - \$150000	11%	16%	8%	5%	3%	6%	38%
\$150001 or more	3%	7%	3%	2%	3%	0%	6%
Would rather not say	4%	3%	1%	1%	8%	8%	4%
<b>Base (n=)</b>	<b>1,039</b>	<b>259</b>	<b>157</b>	<b>262</b>	<b>39</b>	<b>225</b>	<b>97</b>

*Income statistics are pro rata*

Relative to the sector as a whole, the percentage of respondents earning between ‘\$100001 - \$150000’ is significantly higher amongst those employed by ‘other’ organisations.

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

Annual Income of Current Role	Total Sample	Full-time	Part-time	Casual
\$1 - \$5000	1%	0%	4%	0%
\$5001 - \$10000	1%	0%	4%	17%
\$10001 - \$15000	1%	0%	8%	0%
\$15001 - \$20000	1%	0%	11%	0%
\$20001 - \$25000	4%	1%	26%	17%
\$25001 - \$30000	3%	1%	16%	33%
\$30001 - \$35000	4%	3%	8%	0%
\$35001 - \$40000	5%	5%	5%	0%
\$40001 - \$50000	17%	19%	3%	0%
\$50001 - \$60000	14%	15%	3%	0%
\$60001 - \$70000	11%	12%	4%	0%
\$70001 - \$100000	20%	22%	3%	0%
\$100001 - \$150000	11%	13%	0%	0%
\$150001 or more	3%	4%	1%	0%
Would rather not say	4%	3%	4%	33%
<b>Base (n=)</b>	<b>1,039</b>	<b>919</b>	<b>114</b>	<b>6</b>

Considered by area of work, it is apparent that High Performance Coaching, High Performance Programmes/Campaigns and Leadership & Management are the three most highly paid areas of work. The table below shows the significantly greater proportions in higher income ranges than the

sample averages. However, it is important to note that these three areas of work are also marked out by their significantly higher-than-average hours worked per week.

Annual income of current role	Total Sample	High Performance Coaching	High Performance Programmes / Campaigns	Leadership & Management
\$70001 - \$100000	20%	41%	41%	30%
\$100001 - \$150000	11%	28%	23%	31%
\$150001 or more	3%	3%	14%	14%

Distribution of income varied little by region, with the only notable exception being the 19% of Wellington respondents earning between ‘\$100001 - \$150000’ compared to the sample average of 11%.

Income was a topic that was raised by a number of people in the qualitative interviews that preceded the online survey. There was a general sense that those working in the sport and recreation sector would be better remunerated if working in another sector and that their pay did not reflect their skills and/or the tasks they were performing. Many interviewees believed remuneration to be the one of the biggest issues facing the workforce.

*“At risk of good people being elsewhere...”*

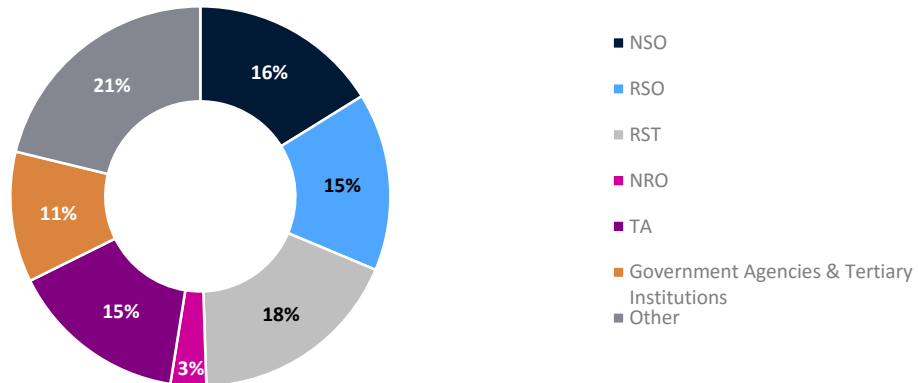
*“Be nice to earn more money with the responsibilities, feel like if you had the same responsibility and things you had to do in another industry you’ll be making more money; money does come into it sometimes...”*

*– Qualitative Interviews*

# 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)?

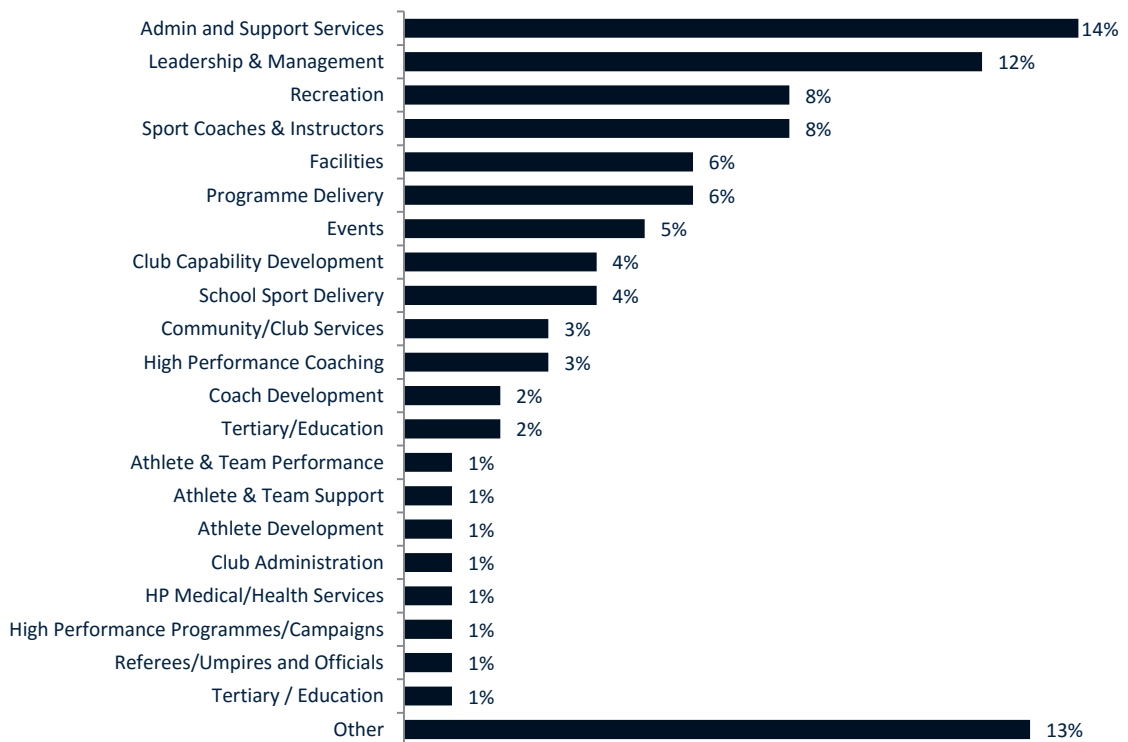


Single Response. Base: Total Sample (n=1,039)

The largest group of the sample entered the sport and recreation workforce through an ‘other’ organisation. Included in this category are a large number of entities such as gyms, dance associations, ethnic sport and recreation groups, older peoples’ groups and hunting and fishing providers. At the same time, very large proportions of the paid workforce entered the sector through roles with NSOs, RSOs, RSTs or TAs.

## 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=1,039)

The largest single groups of survey respondents entered the sector via admin and support roles or leadership and management roles. The latter emphasises the extent to which the sector attracts people mid-way through or later in their careers, as well as early in their working lives.

### Time in First Role

Q: How long were you in your first paid role in the sport and recreation sector?

Total Average	4 years 2 months
Territorial Authority (TA)	5 years 2 months
National Sports Organisation (NSO)	4 years 2 months
Other	4 years 2 months
Regional Sports Organisation (RSO)	4 years 1 month
Regional Sports Trust (RST)	3 years 7 months
National Recreation Organisation (NRO)	3 years 1 month

Base: Total Sample (n=1,039)

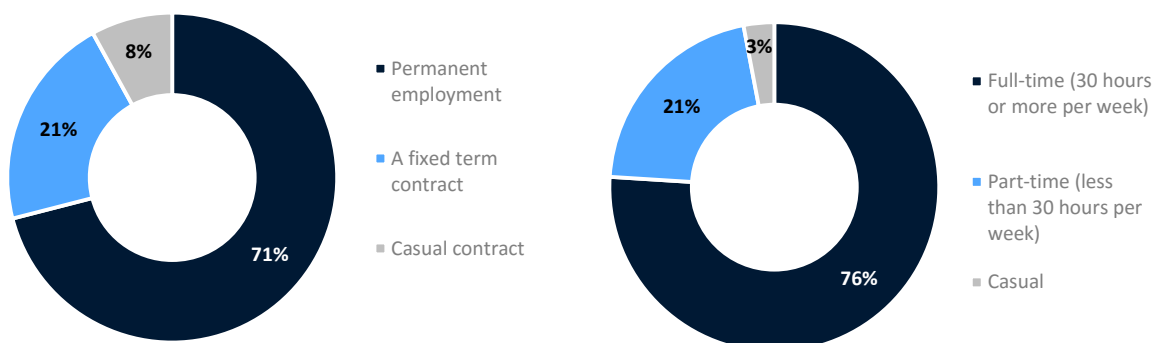
The average time respondents spent in their first paid role in the sport and recreation sector was four years and two months. Those who had their first roles in NROs averaged the shortest tenure at three years six months, while those working for 'other' organisations averaged five years ten months.

There is currently a six month difference between the average time respondents have spent in their current role and the time spent in their first role.



### Work Arrangements – First Role

Q: Was your first paid role in the sport and recreation sector...?



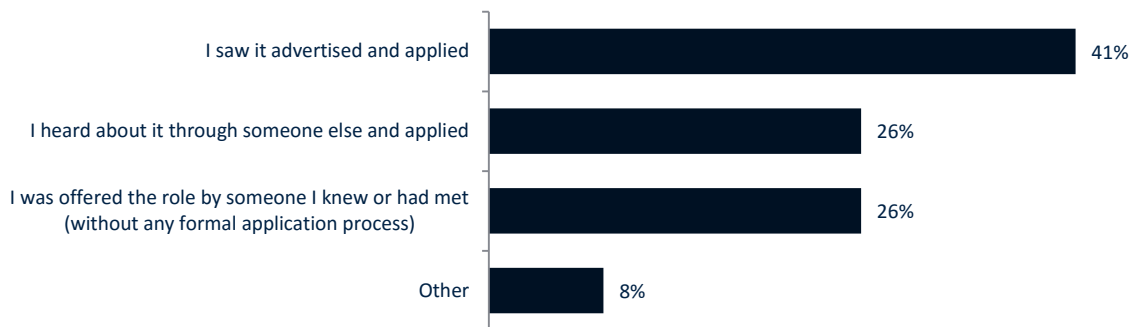
Single Response. Base: Total Sample (n=1,039)

Comparing employment agreement types and working hours of respondents' in their first paid role to their current role, there are some clear but expected differences. Fewer individuals were on permanent employment agreements in their first role and more were on fixed term or casual employment agreements. This could be seen as a natural transition into a permanent employment agreement, particularly from part-time and/or casual work while studying.

	First Paid Role	Current Role		First Paid Role	Current Role
Permanent employment	71%	81%	Full-time (30 hours or more per week)	76%	88%
Fixed term employment	21%	18%	Part-time (less than 30 hours per week)	21%	11%
Casual employment	8%	1%	Casual	3%	1%

### Obtaining a First Role

Q: Was your first paid role in the sport and recreation sector...?



Single Response. Base: Total Sample (n=1,039)

Examining how respondents came into their first role in the sport and recreation sector, it is apparent how strongly the sector operates on a 'networking' basis. More than one quarter (26%) of respondents were offered their first paid role by someone they knew or met without any formal application process. Breaking this down by gender, 31% of male respondents entered the sector in this manner while 22% of female respondents did so.

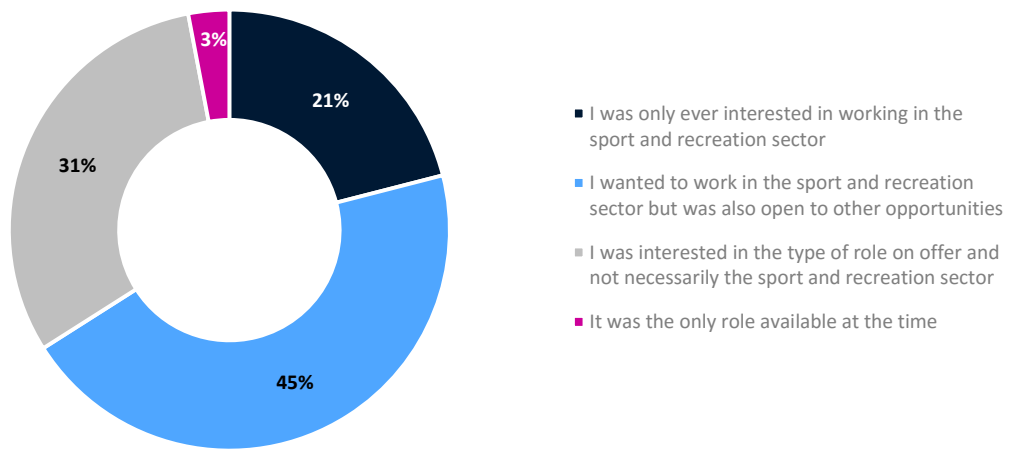
Amongst regions, the Waikato region had the highest percentage of respondents who entered into the sector without any formal application process (39%).

This reinforces the findings of the qualitative research that preceded the survey, in which participants talked of a sector that is more about 'who you know' than 'what you know'.

*"It's about who you know and once you get in, you've got to show what you know"*  
- Qualitative Interview

### Planning for a Career in the Sector

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

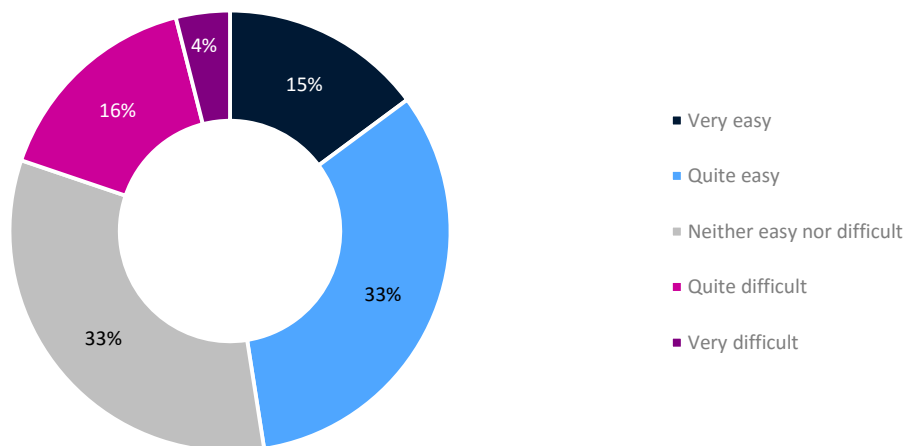


Single Response. Base: Total Sample (n=1,039)

Survey results suggest that approximately 20% 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 the **role** through which they entered the sector.

### 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=681)

Results show that nearly half 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. A third of respondents answered it was neither easy nor difficult, whilst less than 20% 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 related to some extent to their qualifications: -

- 50% of respondents with an NCEA Level 10, Doctoral degree found it very easy to secure their first paid role (compared to the sample average of 15%)
- 27% of respondents with an NCEA Level 4 National Certificate related to the sport and recreation sector found it very easy to secure their first role, with only 6% of the same group finding it quite difficult (compared to the sample averages of 15% and 16% respectively)

These two points demonstrate the positive influence education has in supporting entry to the Sector, particularly higher levels of education and sector-specific qualifications.

Significant differences in perceived ease of entry to the sector can also be seen by how respondents came to secure their first paid role. Of those who had seen their first role 'advertised and applied', just 7% found it very easy to secure their first paid role compared with 27% of those who were 'offered the role by someone they knew or had met (without any formal application process)'.

### **Other Experience in the Sport and Recreation Sector**

*Q: What other paid roles have you held in the sport and recreation sector (if any)?*

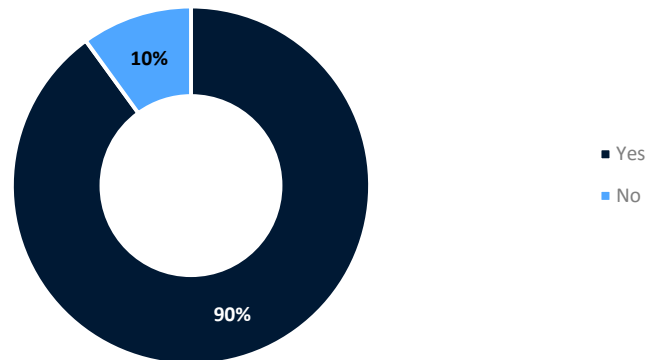
A little over one-third of the sample had worked in roles other than their current or first role in the sport and recreation sector – i.e. had held at least three roles in the sector.

This third of the sample 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=1,039)*

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 (20-24 years) were least likely to have experience working outside of the sport and recreation sector.

The 90% of respondents who had experience working in another sector, were asked to identify the types of roles they had held. The top three of these were: -

- Managerial 32%
- Professional 32%
- Clerical and Administrative Work 29%



# 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?

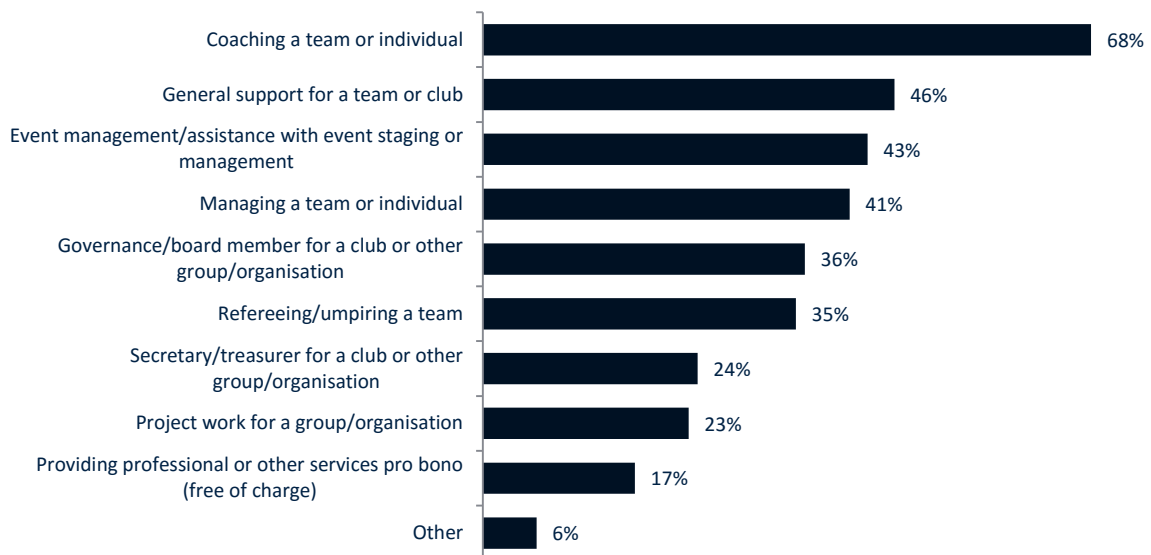


**Multiple Responses Allowed. 'Never worked as a volunteer' an exclusive answer choice. Base: Total Sample (n=1,039)**

Survey results indicate that volunteering is very much part of the sport and recreation workforce culture. 30% of respondents were currently working as volunteers and 51% had worked as a volunteer or unpaid intern in the past. Just 28% 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

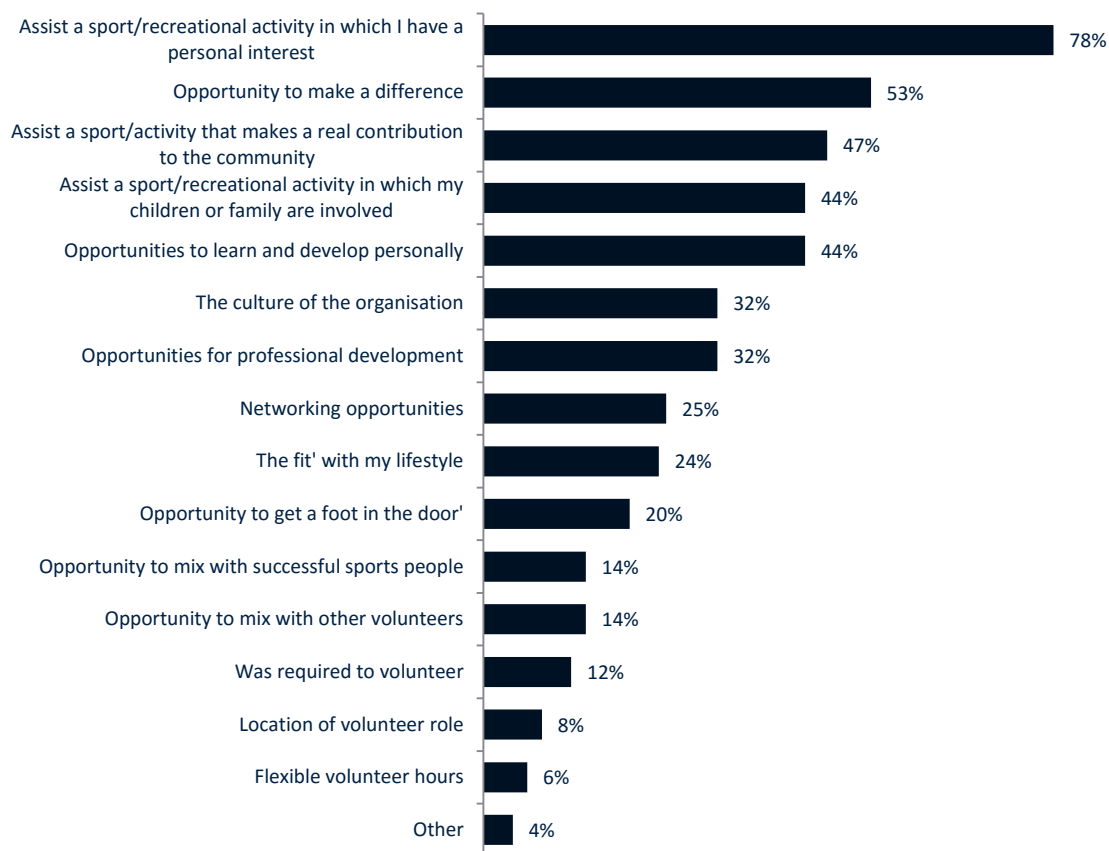


**Multiple Responses Allowed. Base: Past/Current Volunteers (n=843)**

The most common volunteer activity was coaching (a team or individual), although almost half of those who had volunteered had provided general support for a team/club, helped with the staging/management of an event and/or managed a team or individual.

## 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: Total Sample (n=843)**

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. These motivations can also be seen in the choice of paid employment in the sport and recreation sector.

As seen in the qualitative research, these results reinforce the extent of the 'culture of volunteering' that exists within the sport and recreation sector.

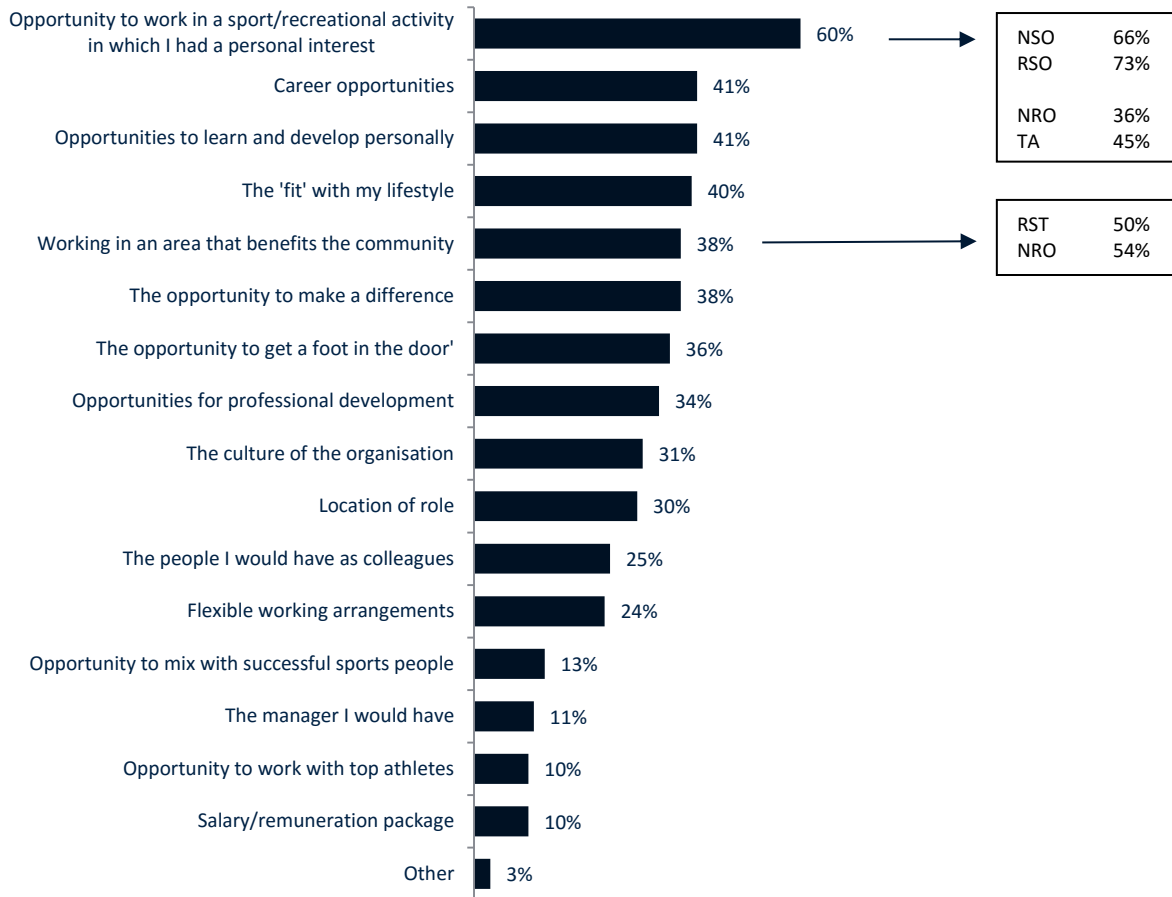
Significantly to the question of workforce planning however were concerns raised by qualitative interviewees regarding grey areas between working and volunteering in the sport and recreation sector. Principal amongst these were a perceived lack of separation between work time and volunteer time (and consequently long hours devoted to the sector) and the potential for conflicts of interest (e.g. being asked to use influence from a paid position to further the interests of a group for which a person is volunteering). With 30% of the sector **currently** working as volunteers, the pressures of volunteering could be regarded as a risk.

*"Sometimes you get the blurred, do you ever stop working with the volunteering... maybe I need to go get a job that's not in the sports industry" - Qualitative interview*

# 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?



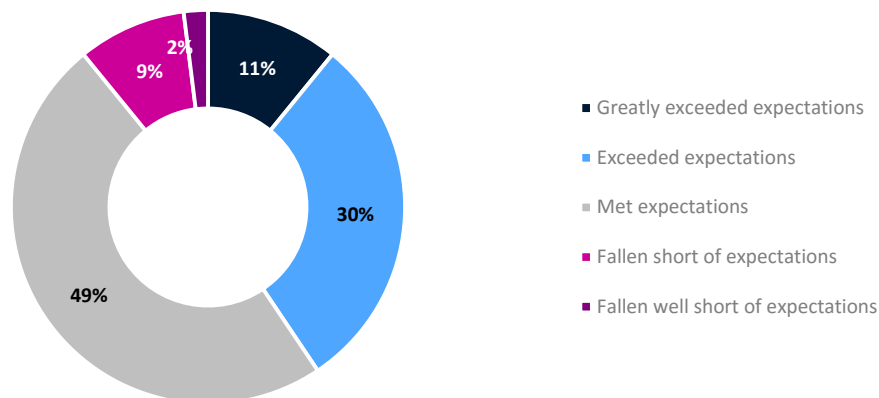
**Multiple responses allowed. Base: Total Sample (n=1,039)**

Almost two-thirds of survey respondents were drawn to their first paid role in the sport and recreation sector from an interest in the sport or recreational activity with which they would be working. This was an especially strong driver for those working in RSOs and, to a lesser extent, NSOs.

People working for RSTs and NROs 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=1,039)

Approximately half of survey respondents indicated that their first paid role had **met their expectations** and more than 40% indicated that their expectations had been surpassed. While very much in the minority, those indicating that their first paid role had fallen short of expectation were most likely to be paid employees of RSOs (17% of this group indicating that their role had fallen short of expectation).

Q: For what reasons do you say that?

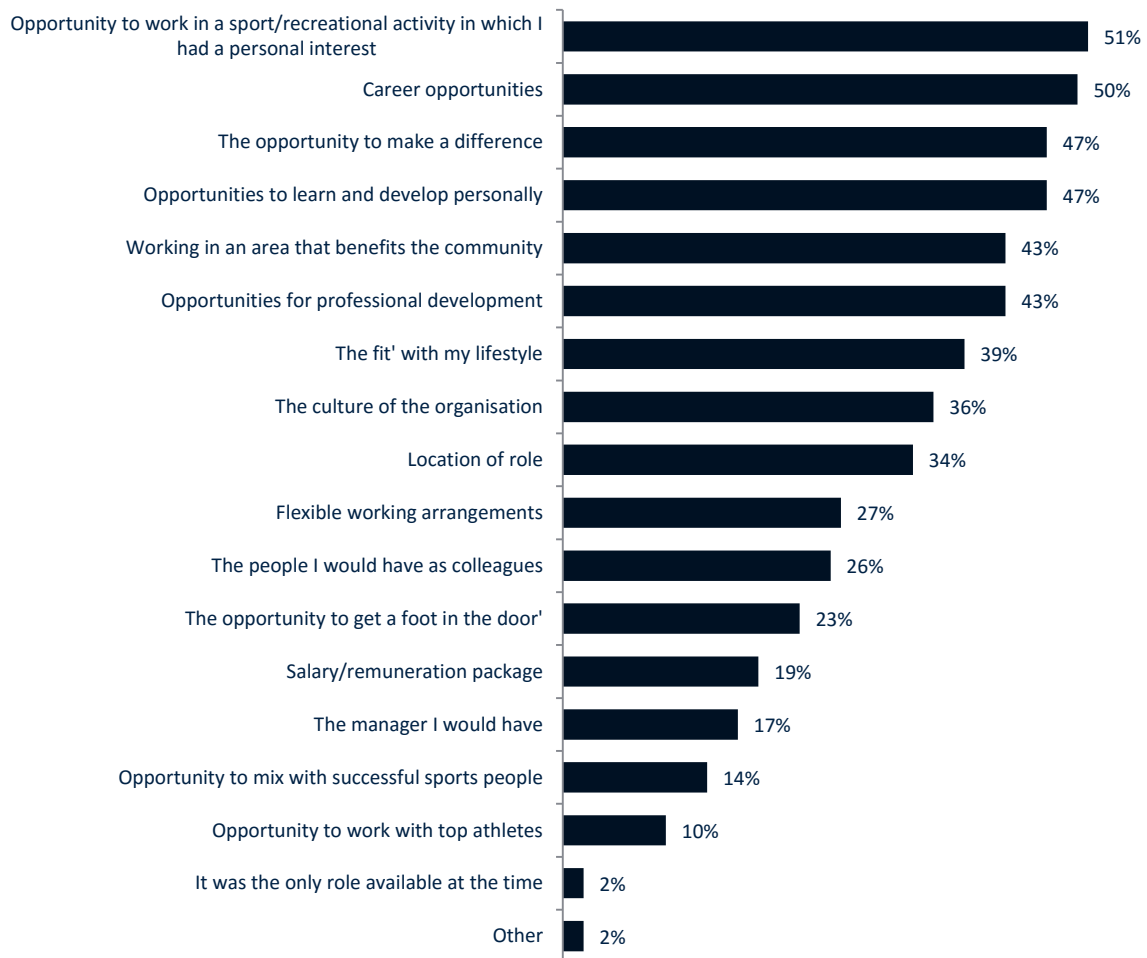
Frequent opportunities available in the workplace was the most commonly cited reason for those who felt their expectations had **been exceeded** in their first paid role. Working through challenges and various tasks were seen as personal and professional development opportunities. Many also commented that they enjoyed the social aspect of working alongside other like-minded professionals; this provided networking opportunities and helped build an exciting culture.

The 49% who had their expectations **met** commented that they had a good understanding of their role before they chose it and were aware of the challenges that came with it. Expectations of the position - including hours, salary, and workload - were met. Many participants also highlighted that they had a clear understanding of the values and direction of the organisation through the research they had undertaken before accepting a role.

Those who felt their first paid role in the sector had fallen short of expectation highlighted a lack of or poor leadership - leadership that did not promote teamwork or a sense of community in the organisation – as reasons. They also commented on a general lack of support from senior management.

## Attractions of Current Role

Q: What attracted you to your current role?



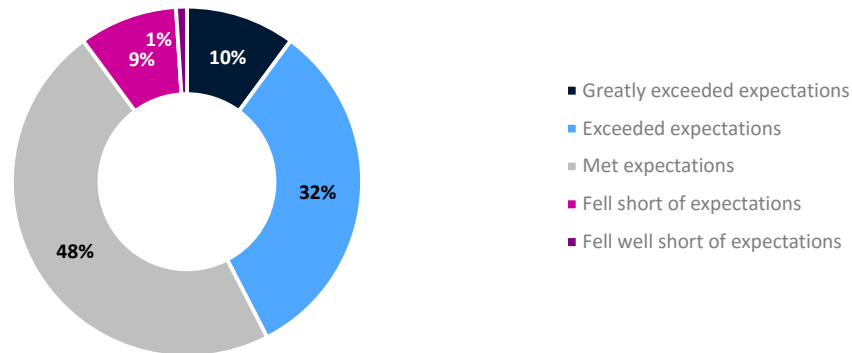
**Multiple responses allowed. Base: Total Sample (n=1,039)**

Half of survey respondents were drawn to their current role by an opportunity to work in an area of personal interest and career opportunities.

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.

## 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=1,039)

Approximately half of survey respondents indicated that their current role has **met their expectations**, while more than 40% indicated that their expectations were surpassed. This view was especially strong amongst those whose current roles were with an NRO (17% indicating this role **greatly** exceeded their expectations).

One in 10 respondents indicated that their first role fell short of expectation.

Q: For what reasons do you say that?

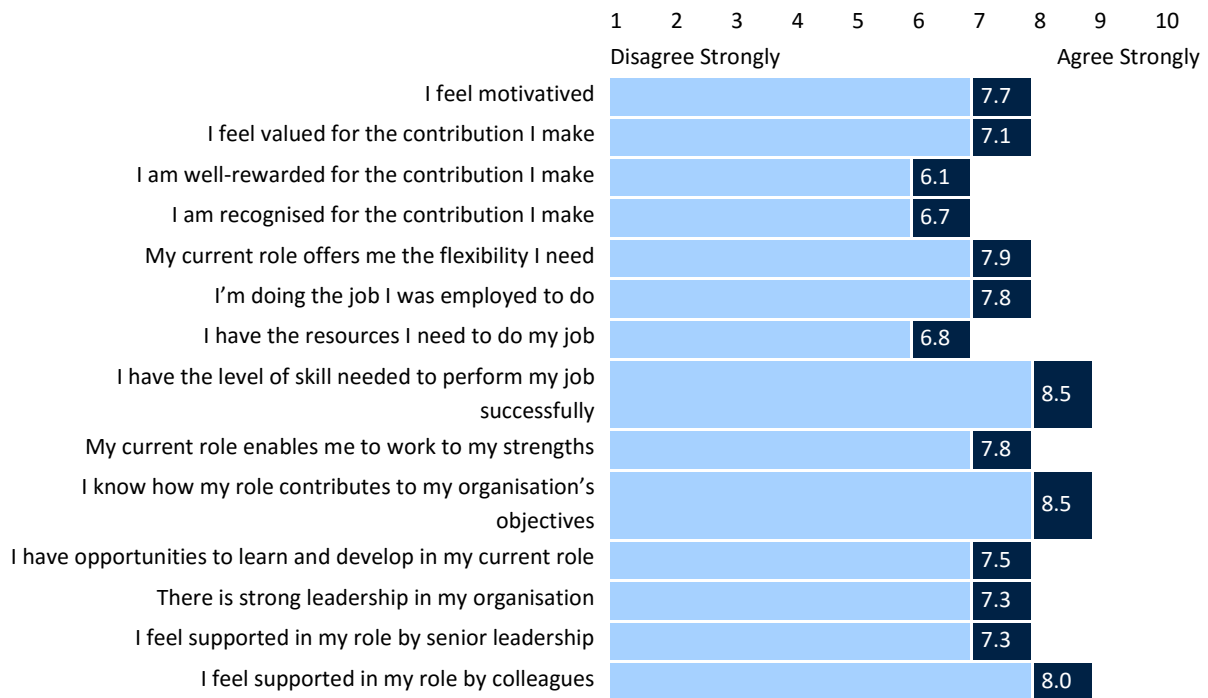
The 42% of respondents who had their expectations **greatly exceeded** or **exceeded** in their current role cited strong, supportive managers, who provided feedback, leadership and advice regularly, as the main reason for their success in the role/organisation – i.e. managers were seen as the most influential determinant of success. Other reasons commonly given for expectations being exceeded included opportunities and challenges in the role, a pleasant working environment and positive experiences of personal development. Respondents also expressed their appreciation for opportunities to work independently (without being micromanaged), but having guidance available when needed.

Respondents who felt their expectations had been met (48%) indicated that they had researched their role during the application process and therefore had an idea of what to expect in the position. Respondents also commented that, in general, all expectations were met as they had a good understanding of the organisation and its direction.

10% of the sample felt their current role fell short of expectations. These respondents highlighted unsatisfactory pay for the hours and effort they put in, the absence of support from senior management, and weak boards that lacked leadership skill and professionalism.

## 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=1,039)

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. As found in the qualitative research that preceded the online survey, most also rate the level of collegial support they enjoy as a highlight.

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 top table on page 40 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	Other
I feel motivated	7.7	7.8	7.6	8.0	7.8	7.5	7.7
I feel valued for the contribution I make	7.1	7.0	6.8	7.4	7.5	7.0	7.2
I am well-rewarded for the contribution I make	6.1	6.1	5.6	6.1	6.1	6.2	7.0
I am recognised for the contribution I make	6.7	6.6	6.5	6.9	6.8	6.5	7.2
My current role offers me the flexibility I need	7.9	7.6	7.9	8.3	7.6	7.7	7.8
I'm doing the job I was employed to do	7.8	7.4	7.7	8.2	7.7	7.7	7.8
I have the resources I need to do my job	6.8	6.2	6.4	7.2	6.6	7.3	7.3
I have the level of skill needed to perform my job successfully	8.5	8.5	8.3	8.6	8.8	8.4	8.6
My current role enables me to work to my strengths	7.8	7.8	7.9	8.1	7.8	7.6	7.7
I know how my role contributes to my organisation's objectives	8.5	8.7	8.6	8.6	8.9	8.3	8.4
I have opportunities to learn and develop in my current role	7.5	7.3	7.1	7.9	7.4	7.5	7.6
There is strong leadership in my organisation	7.3	7.4	6.9	7.8	7.5	7.0	7.0
I feel supported in my role by senior leadership	7.3	7.4	7.1	7.8	7.6	7.0	7.0
I feel supported in my role by colleagues	8.0	7.7	7.7	8.3	8.0	8.0	7.9
<b>Base (n=)</b>	<b>1,039</b>	<b>259</b>	<b>157</b>	<b>262</b>	<b>39</b>	<b>225</b>	<b>97</b>

This analysis suggests that employees of RSTs feel most positively about their roles overall, while those employed by NSOs and RSOs are more likely than others to express concern about aspects of their current roles (notably recognition, reward and leadership).

Examining the response to these statements by age group, an interesting cluster of results for respondents aged 20 to 24 years of age is revealed. In the three categories shown below, respondents aged 20 to 24 years averaged the lowest score of all age groups, a significant 0.5 difference in each case.

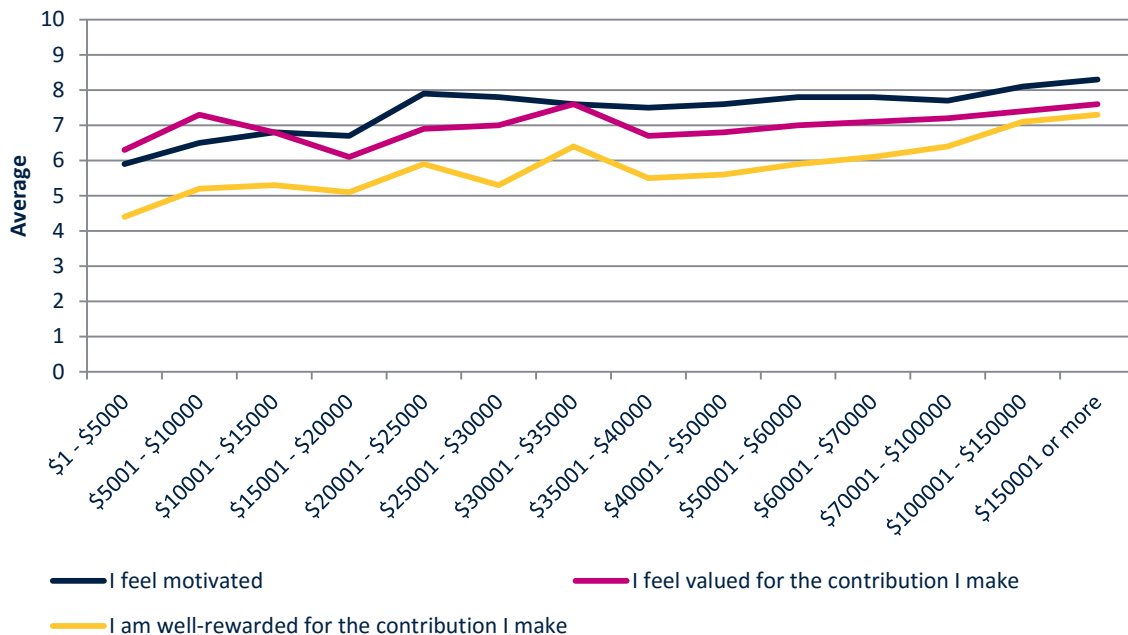
	Total Sample	20 to 24 years
I have the level of skill needed to perform my role successfully	8.5	8.0
My current role enables me to work to my strengths	7.8	7.3
I understand how my role contributes to my organisation's objectives	8.5	8.0

Responses given by those who had worked in their current roles for less than one year were higher than average in relation to 11 of the 14 statements measured. This suggests some degree of general optimism or a 'honeymoon' effect. Respondents who had worked more than a year in their current role were in line with the sample average.



Interestingly, those who intended to stay in their current role for less than 1-2 years rated their 'satisfaction' at significantly lower levels across all statements.

Job satisfaction also appears to correlate with income, with positive responses increasing in line with income. The chart below demonstrates this correlation on three of the statements 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 common comments made by respondents were to reinforce what they **enjoy** about their current role: largely positive feelings of giving back to the community, and having supportive peers and/or managers who create an enjoyable working environment. The social aspects of working in a team and having opportunities to develop and test their abilities were other points mentioned.

*“The opportunity to attend conferences and events is very rewarding and I am often challenged with new projects and issues to work through.”*

The most frequent **challenge** highlighted by respondents was a lack of funding and resources available to undertake various projects. Added to this, juggling a heavy work load and encroaching on personal time add to an overall feeling of being stretched and under-resourced. Also highlighted was a perceived lack of leadership, with individuals feeling lost and without direction or supporting structure.

## Time Intend to Spend in Current Role

Q: How long do you *intend* to spend in your current role (in total and including the time you've already worked in your current role)?

The following analysis is based on n=634 of the total sample of n=1,039 respondents. Please note that excluded from this analysis are:

- respondents who answered 'Don't Know' (18% of total sample),
- respondents that gave an invalid response (16% of total sample) i.e. time intend to stay in role was shorter than time already spent in current role, suggesting that respondents had completed the question only in relation to the remaining time they intended to stay in their current role, and
- those respondents who indicated that they had been in their current role for 10 years or more and intended to spend 10 years or more in their current role, making these respondents' intentions unclear (5% of total sample).

Intend to Spend in Current Role (including time already spent in current role)		Time in Current Role	Remaining Time Intend to Spend in Current Role
Total Average	5 years 1 months	2 years 6 months	2 years 7 months
National Recreation Organisation (NRO)	5 years 9 months	2 years 10 months	2 years 11 months
Territorial Authority (TA)	5 years 8 months	2 years 7 months	3 years 1 month
National Sports Organisation (NSO)	5 years 1 months	2 years 5 months	2 years 8 months
Regional Sports Organisation (RSO)	5 years	2 years 10 months	2 years 2 months
Regional Sports Trust (RST)	4 years 11 months	2 years 5 months	2 years 6 months
Other	4 years 10 months	2 years 6 months	2 years 4 months

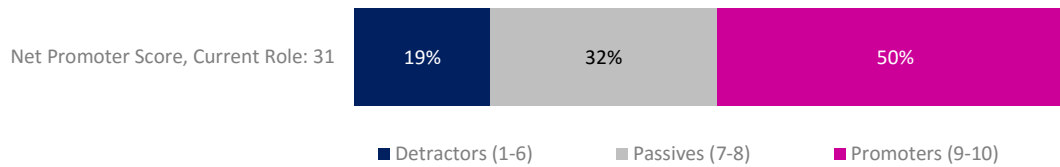
Survey results reveal that, on average, these respondents intend to spend 5 years and 1 month in their current role. Employees of NROs (at 5 years 9 months) are 8 months above the average, while employees of Other have the shortest intended tenure.

When compared to the current time respondents have spent in their role, we can see that, on average, this set of respondents intend to spend another two years and seven months in their current role, a difference of just under one and a half years.

Of the sample of n=634 respondents, 23% indicated their intention to stay in their current role for 11 months or less. With most of these respondents having completed the survey in February, this indicates that almost a quarter intend to leave their current role at or before the end of 2016.

## 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=1,039)**

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’ – and 32% selecting 7 or 8 – and therefore being classed as ‘passives’), this results in a Net Promoter Score (NPS) of 31 for current paid roles in the sport and recreation sector.

The Net Promoter Score (‘promoter’ score subtract ‘detractor’ score) for current roles ranges from a high of 38 (for roles with ‘other’ organisations) to a low of 12 (for roles with NROs): -

NSO	30
RSO	26
RST	37
NRO	12
TA	33
Other	38

Q: For what reasons have you selected that option?

‘Detractors’ who did not recommend their current role cited the role’s difficult nature. These respondents considered their roles to be “full on” and only suited to people with the experience or “strong will” to cope with the challenges of the role.

Respondents also commented that it would be dependent on the individual and what they could “bring to the table”, as well as what they wanted out of the role and whether the individual had the passion for sports that would make the role worthwhile.

*“It’s a huge amount of work to keep up with and very hectic with little appreciation and a salary that doesn’t match the amount of work done”*

‘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 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.

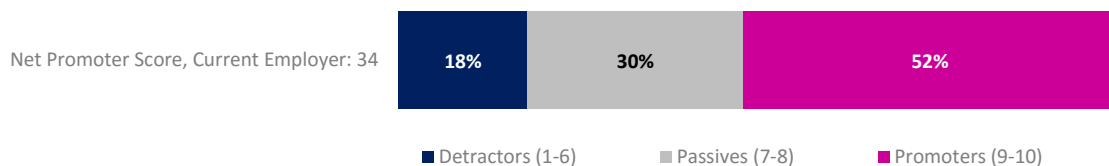
*“Whilst it is an enjoyable and rewarding role there is a huge amount of time spent away from home (approx. 3-4 months of the year) so it's not a lifestyle for everyone!”*

‘Promoters’ of their current roles (half of the sample), were overall enjoying their role and happy to recommend this to others because of the reward that came from creating better outcomes for communities and athletes. The career and personal development opportunities that had arisen from their current role, were other factors mentioned.

*“Working in an industry where I can see that what I do has a positive impact on the community”*

### 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=1,039)**

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, even greater variation is apparent in results by employer organisation type, with NPS scores ranging from a low of 17 (for TAs) to a high of 58 (for RSTs): -

NSO	22
RSO	23
RST	58
NRO	32
TA	17
Other	36

Q: For what reasons have you selected that option?

The 19% of respondents classified as ‘detractors’ emphasized the negative influence poor leadership and management had on their organisation, the low pay for the work put in, an often difficult work environment (culture) and constant changes to personnel and strategy as reasons for their organisations not being desirable.

*“Organisation needs to improve its culture and links between staff and senior management to become a desirable place to work”*

‘Passives’ (30% of the sample) highlighted organisational culture, strong leadership and staff members 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. Low pay was a negative highlighted by this group.

*“Good working conditions/team environment, supportive management team, fun place to work”*

The “amazing” people and organisational culture created by the people who worked in the organisation was the major reason for ‘promoters’ holding their organisation in high regard. The opportunity to make a difference, opportunities in the organisation, people focus and leadership were other reasons highlighted.

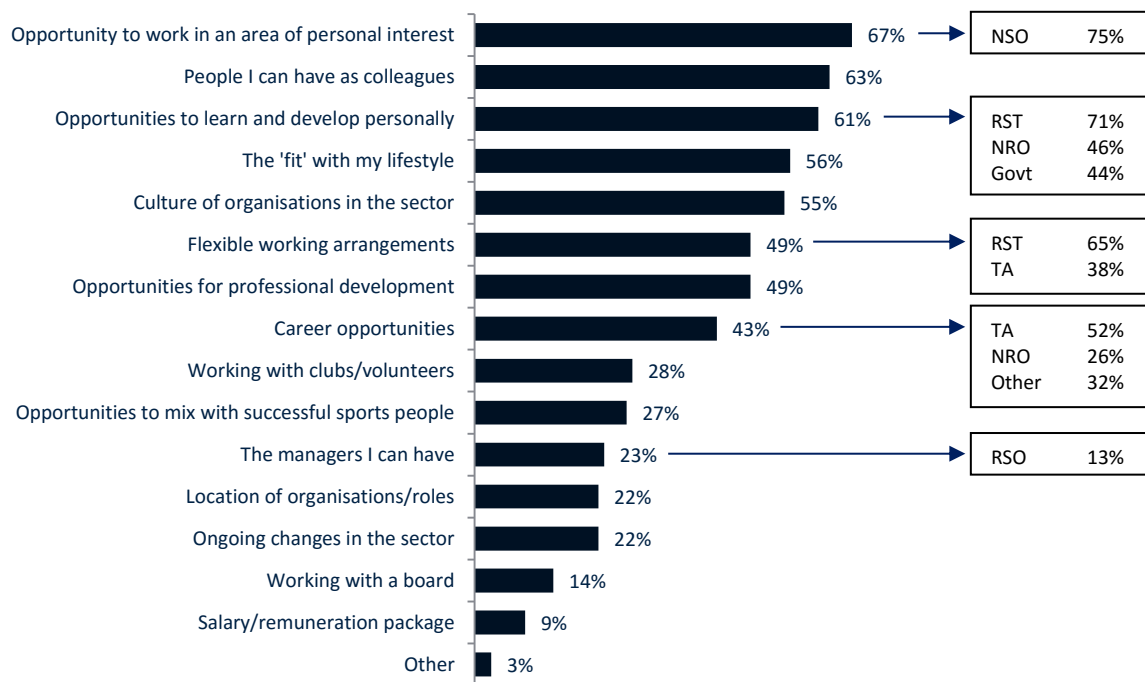
*“Great culture and while the remuneration isn't desirable in my role the flexibility and other perks are what makes this organisation great to work for”*

Many of the comments made by both ‘passives’ and ‘promoters’ also highlighted a passion for the sport they’re involved in and/or the sector as a whole.

*“If you're passionate about the sport and have lots of energy to work hard, then it is a good organisation to work for. Flexible hours and being able to work from home have definitely appealed to me along with the support of the board”*

### 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=1,039)

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 opportunities to work in a sporting code or recreational activity of personal interest, the people employees can expect to have as colleagues, the culture of organisations in the sector, and opportunities to learn and develop personally. For many, paid employment in the sport and recreation sector also represents a good 'lifestyle fit'.

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 RSTs are much more likely to cite flexible working arrangements as a benefit than are employees of TAs. Employees of RSTs are also much more likely to cite opportunities to learn and develop personally as a benefit of working in the sector than are employees of either NROs or Other.

### 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=1,039)**

The most commonly cited challenge of working in the sport and recreation sector is poor remuneration (61% of all survey respondents). Also found challenging are long working hours and a lack of resources: issues of particular concern to those employed by NSOs/RSOs.

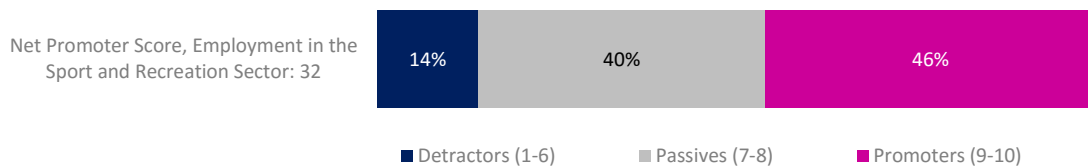
In the context of challenges to those working in the sector, more than a third of survey respondents noted limited opportunities to progress, and more than a quarter lack of job security and/or poor leadership.

Poor leadership is a particular challenge for employees of ‘other’ organisations, while time spent travelling/away from home is a particular challenge for employees of NSOs.

While most people responding to the workforce survey rated their own competency to perform their jobs favourably (refer page 38), and the majority saw the people they would have as colleagues as a **benefit** of working in the sport and recreation sector, it is noted that 22% of survey respondents identified ‘the capabilities of people working in the sector’ as a challenge. This would suggest that frustrations relate principally to dealings with people in **other organisations**, and not respondents’ own. Having said this, 17% also cited working with clubs/volunteers as a challenge, and 11% cited working with a board as a challenge.

### 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=1,039)**

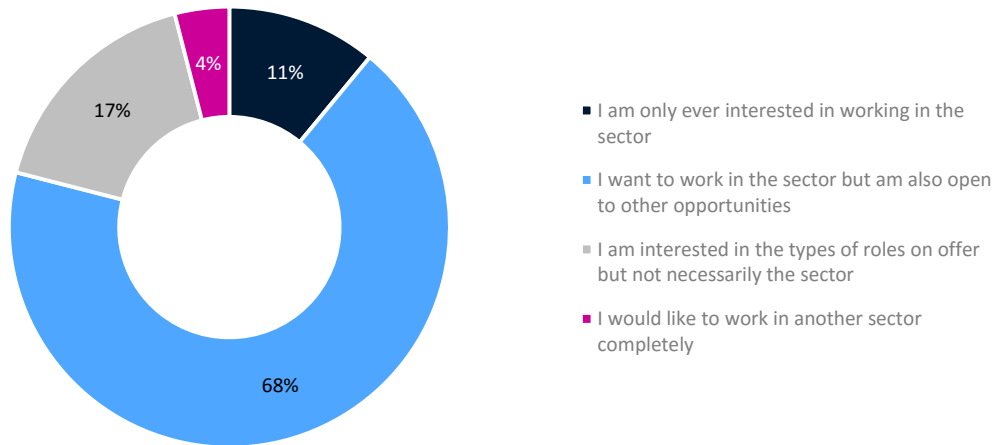
The overall NPS score for employment in the sport and recreation sector is 32. Analysis by employer organisation type however suggests that employees of NSOs, RSTs and TAs are presently the strongest advocates for paid employment in the sport and recreation sector: -

NSO	37
RSO	28
RST	36
NRO	17
TA	31
Other	25

## 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=1,039)

Survey results indicate that the sector's workforce includes a 'hard core' of 11% who are loyal to the sector and 68% who would **prefer** to remain in the sector (a combined total of almost 80% of the workforce). It could be argued that the remaining 20% are most vulnerable to competition from other sectors.

Those most loyal to the sector can be found amongst paid employees of RSTs (86%). Conversely, those 'at risk' are most prevalent amongst paid employees of NROs (47%) and TAs (26%).

### 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





## 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

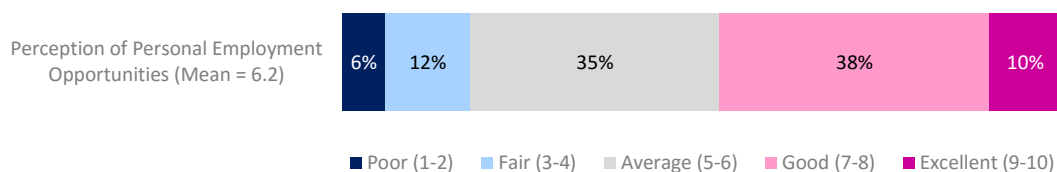
BENEFITS OF EMPLOYMENT IN OTHER SECTORS	
The 'fit' with my lifestyle	58%
The opportunity to work in an area in which I have a personal interest	53%
Career opportunities	49%
Working in an area that benefits the community	44%
The people I would have as colleagues	42%
Opportunities to learn and develop personally	38%
Flexible working arrangements	36%
The opportunity to make a difference	33%
Opportunities for professional development	31%
Organisational culture	29%
Salary/remuneration package	22%
Location of roles	20%
The opportunity to get a foot in the door	16%
The management/leadership	13%
Other	2%

*Multiple responses allowed. Base: Would like to work in a different sector (n=45)*

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=1,039)*

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 sub-sector in which people are currently employed (NSOs, RSOs etc.).

*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 for progression in the sector, with many feeling there were simply no suitable roles for them to move in too. This was because they were in a highly specialised area, didn't have the qualifications needed, there was a lack of jobs at a high enough level and that roles simply weren't advertised. Many didn't want to move regions either and felt that this would be required if they were to progress.

*"No openings above my current position"*

*"Nowadays it's normally who you know"*

Those who saw themselves having **average** opportunities in the sector also noted that there were limited opportunities to move up from their current roles. Some felt they would need to move out of their current roles to progress but their skill level would need to be developed for them to do so. Many were in admin roles and were unsure of the direction they were heading and were also unprepared to take on bigger workloads.

*"There needs to be more training offered with employment"*

*"There is only a limited number of well-paying positions available"*

Respondents who believed they had **good** or **excellent** opportunities in the sector felt that the sport and recreation industry provided plenty of opportunities once you were in an established position. There was a general feeling of being fortunate to be working in a field that provided many opportunities. Significantly, these respondents felt they had transferable skills gained through experience to move into other jobs on offer.

*"Due to my education, experience and knowledge"*

## 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...	SIGNIFICANTLY HIGHER AMONGST EMPLOYEES OF...
Leadership and management	54%	NSOs (62%)
Events	31%	
Governance	22%	Other (33%)
Recreation	20%	TAs (39%)
High performance programmes/campaigns	18%	NSOs (29%), RSOs (28%)
Programme delivery	18%	RSTs (23%)
Team support	15%	
Athlete development	14%	NSOs (19%)
Admin and support services	14%	
Facilities	14%	TAs (24%)
Athlete and team performance	13%	RSOs (19%)
Coach development	13%	
Athlete pathway	12%	
Athlete and team support	12%	NSOs (18%)
Sport coaches and instructors	12%	
Community/club services	12%	
High performance coaching	11%	RSOs (24%)
Club capability development	11%	
School sport delivery	10%	RSTs (16%)
Club administration	8%	
Referees/umpires and officials	4%	
High performance medical/health services	3%	RSTs (7%)
Community sport umpires and officials	3%	
Other	6%	
None of the above	6%	

*Multiple responses allowed. Base: Would like to work in the sport and recreation sector (n=994)*

Feedback from survey respondents indicates that more than half of the paid workforce aspires to positions of leadership/management, with 22% aspiring to governance roles. Interestingly, almost a third of survey respondents also indicated an interest in roles relating to events.

Aspirations vary to some extent by current employer type although interest in many areas of work is consistent across the sector as a whole (including events, team support roles, and administration and support services).

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

Respondents were interested in roles that give the opportunity to make a positive difference in the community. The suitability of the role to their skill set and the social interaction (with community and peers) within their role were two other commonly highlighted themes.

*“People and making a difference to their opportunities /developments”*

Many respondents commented they felt ready for more responsibility and challenges – looking towards leadership roles. In the future, respondents were looking for roles with the ability to influence, manage and have a say in the direction of an organisation.

*“I would like a more challenging role in terms of management and leadership”*

### Preferred Employers

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

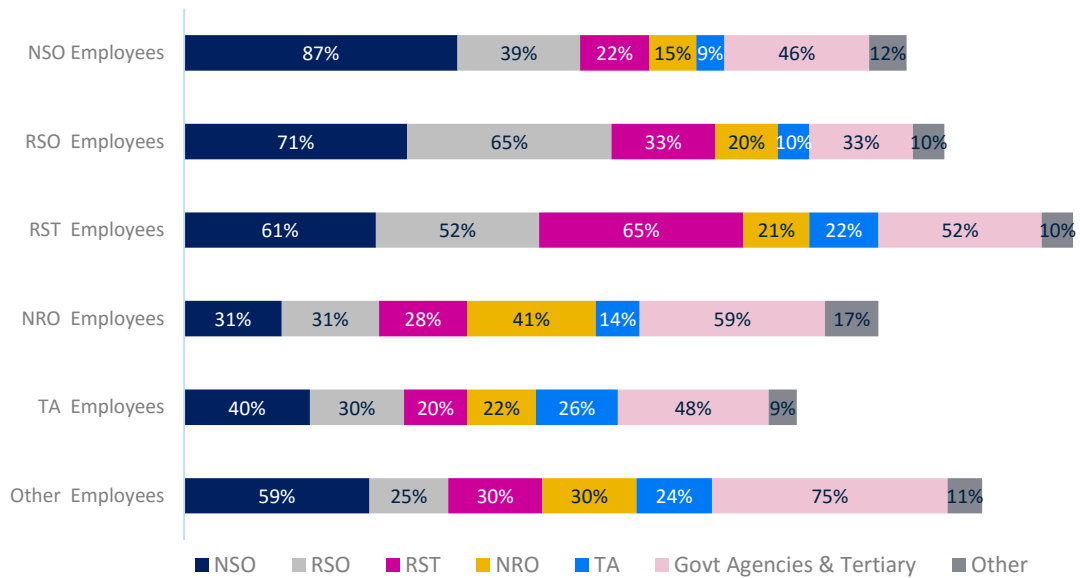
*NB: NOT asked of those indicating they would like to work in a sector other than sport and recreation and NOT asked of those indicating they weren’t interested in any of the areas of work measured*

	WOULD LIKE TO WORK IN...	SAMPLE OF CURRENT EMPLOYEES
NSOs	64%	87% (current NSO employees)
Other (Government Agencies & Tertiary Institutions)	49%	75% (current Other employees)
RSOs	43%	65% (current RSO employees)
RSTs	35%	65% (current RST employees)
NROs	21%	41% (current NRO employees)
Territorial Authorities	18%	26% (current TA employees)
Other	11%	

*Multiple responses allowed. Base: Would like to work in the sector in one or more of the areas of work measured (n=935)*

The largest group of current sport and recreation employees aspire to working in NSOs, with large groups also aspiring to paid employment in RSOs, Other and RSTs. Relatively fewer are interested in working in NROs or Territorial Authorities.

The following chart depicts the future employment preferences of current employees in each of the main organisation types. This highlights, for example, that NSO employees also have an interest in working in RSOs and RSTs, while employees of RSOs are more interested in working in NSOs than in any other organisation type.



**Multiple responses allowed. Base: Would like to work in the sector in one or more of the areas of work measured (n=935)**

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

Opportunity for progression and development of skills was the key reason for respondents’ interest in organisation types. Being able to contribute to positive change in the community and the sector was another frequent reason amongst respondents that drew interest to organisation types.

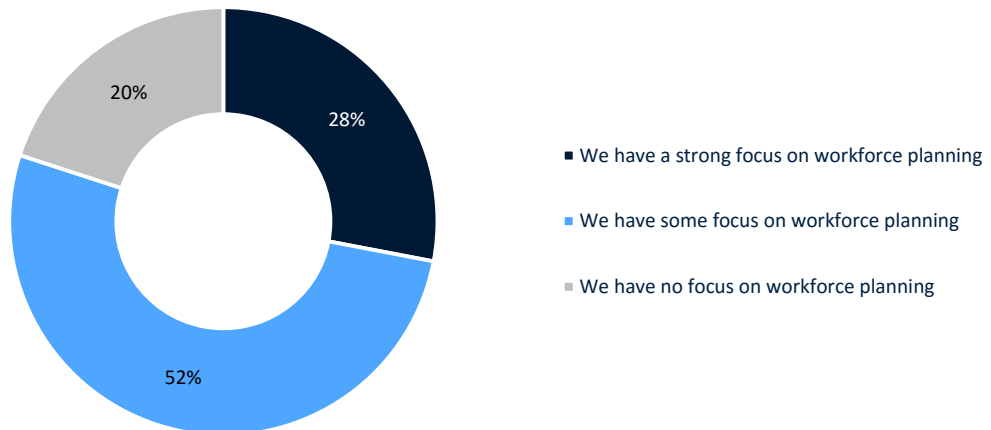
*“Chance to grow and learn and travel and make a difference to an even wider community”*

# 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?*

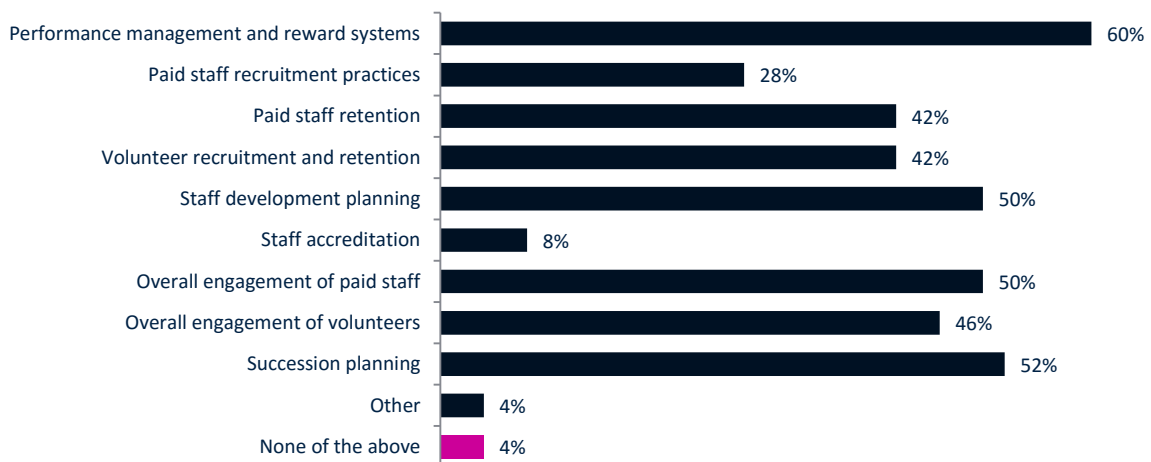


*Single Response. Base: Chief Executives (n=50)*

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 at least one in five having a **strong** focus). However, 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?*

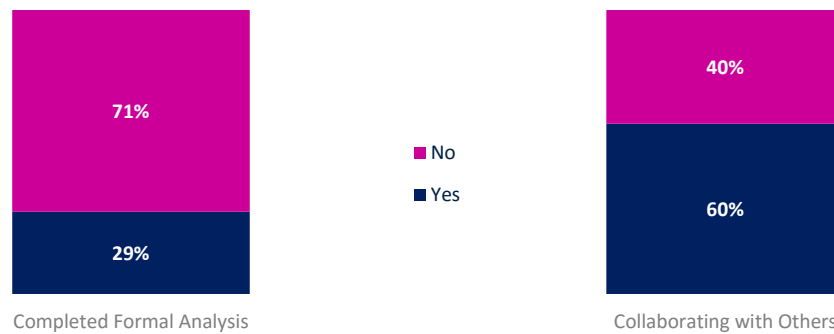
Feedback from Chief Executives indicates the main areas of focus are performance management and reward systems, succession planning, staff development planning and the overall engagement of paid staff.



*Multiple responses allowed. Base: Chief Executives (n=50)*

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?



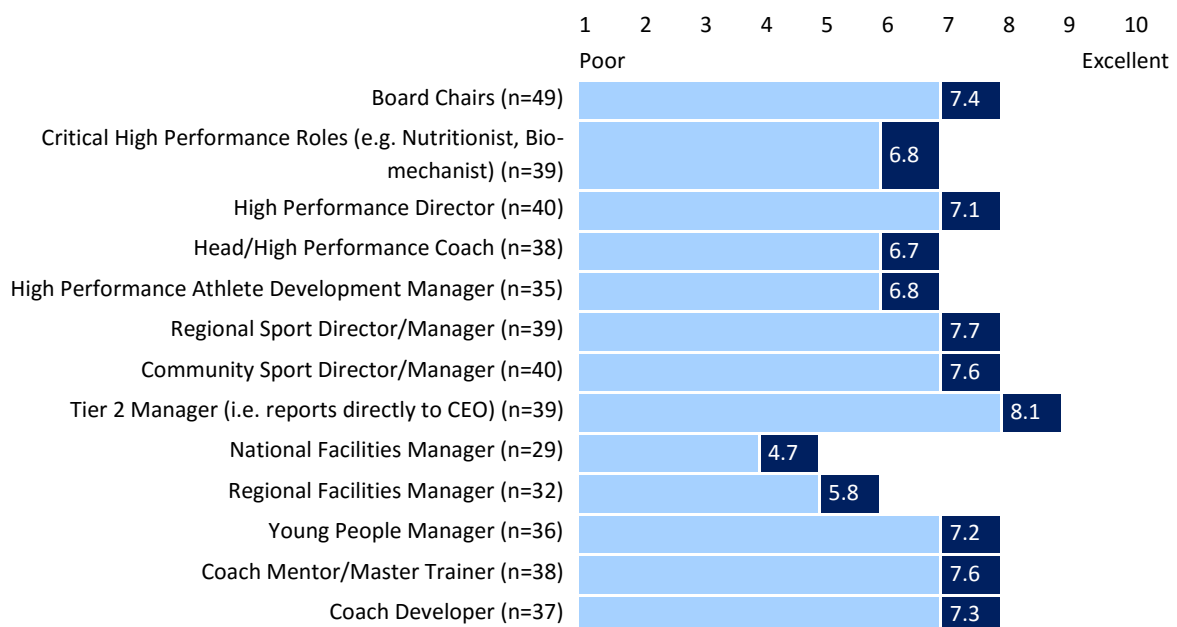
Single Response for each question. Base: Chief Executives (n=50)

At the same time, survey data indicates that fewer than 30% of organisations (and just half of NSOs) have completed a formal analysis of workforce requirements.

Six in every 10 are collaborating with others to address workforce challenges (with RSTs most likely to be doing so).

### Skill Levels of Staff in Critical Roles

Q: Overall, how would you describe the skills levels of staff employed in the following roles?

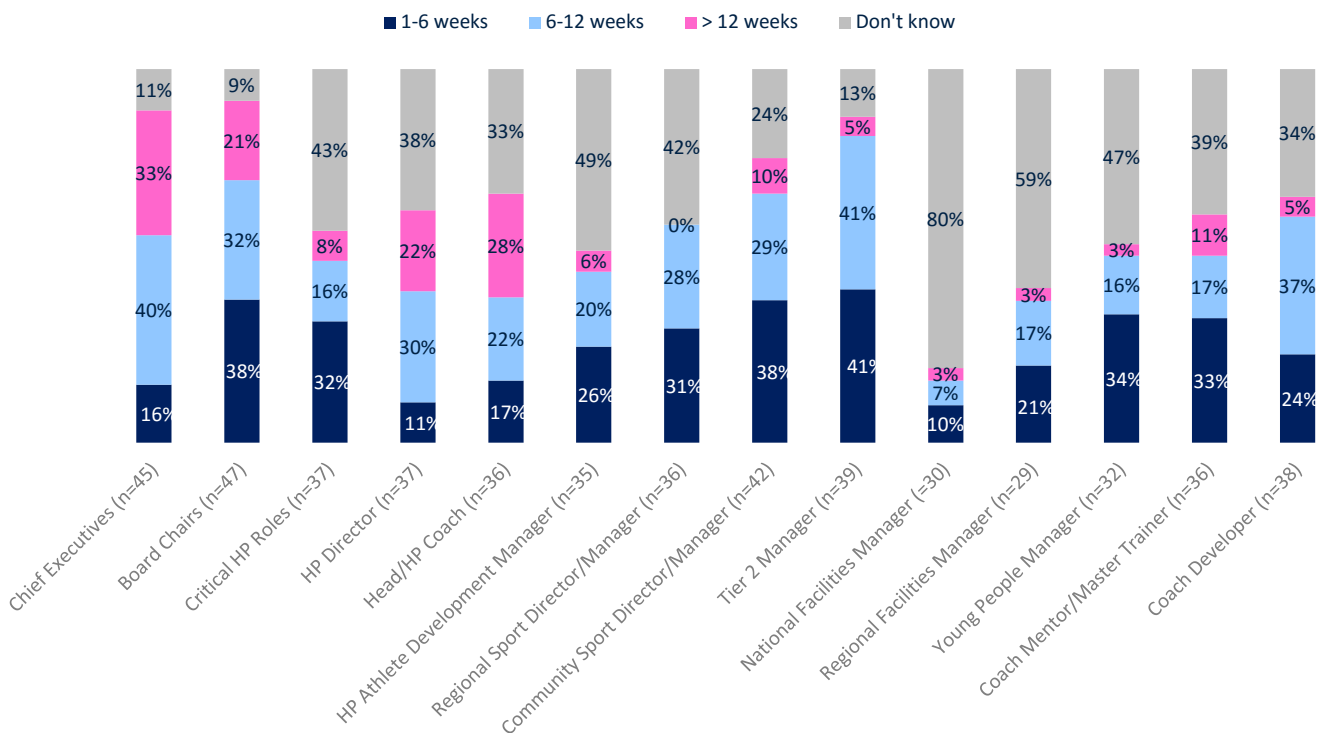


Mean score on 10-point scale. Base: Varies by Role (as indicated)

Feedback from Chief Executives suggests that the roles in which greatest need exists for skill development are National and Regional Facilities Managers. A number of High Performance roles are also identified in this regard.

### Time Taken to Recruit for Critical Roles

Q: Typically, how long does it take to recruit suitable people for these roles (i.e. the time taken from first advertising a role to an offer of employment being accepted)?



Single response per role. Base: Varies by role (as indicated)

Chief Executive feedback suggests that Chief Executive, Board Chair, High Performance Director and Head/High Performance Coach roles take longest to recruit for.

### 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 emphasized having the means to attract and, critically, to retain high quality and experienced staff was the most urgent/most critical requirement for workforce planning in the sector. A lack of funding was also highlighted to be a key challenge in this regard, hampering organisations' ability to deliver the programmes and facilities needed.