



WORKFORCE PLANNING FRAMEWORK



WORKING AND VOLUNTEERING IN THE SPORT AND RECREATION SECTOR IN NEW ZEALAND

INTRODUCTION

Sport and recreation is part of New Zealand's fabric. It enriches our lives and improves our wellbeing. It makes a huge contribution to New Zealand in a myriad of social, economic and cultural ways.

Experiences in sport and recreation, good and bad, are dictated by the organisation around it. Maintaining a skilled, vibrant and committed workforce (whether voluntary or paid) will be the number one factor in delivering quality experiences and positive outcomes for participants in sport and recreation.

Working and volunteering in sport and recreation is highly enjoyable and beneficial, providing opportunities for a wide variety of people to contribute in an environment they love. With roles from coaching to sports science, from park rangers to pool lifeguards, through a whole range of corporate and commercial roles, as well as a host of voluntary positions, our sector provides a rich training ground, and countless career and other opportunities.

This Workforce Planning Framework will help ensure we continue to grow and enhance the skills of our number one asset. . .our people.



WHAT IS WORKFORCE PLANNING?

Workforce planning involves analysing and forecasting the skills and roles that the sector needs to be successful.

Workforce planning requires organisations to have on-going, short term and long-term forecasting for defining and anticipating workforce needs, and identifying gaps between the current and target workforces. It also includes evaluating talent management and development opportunities to match supply and demand.

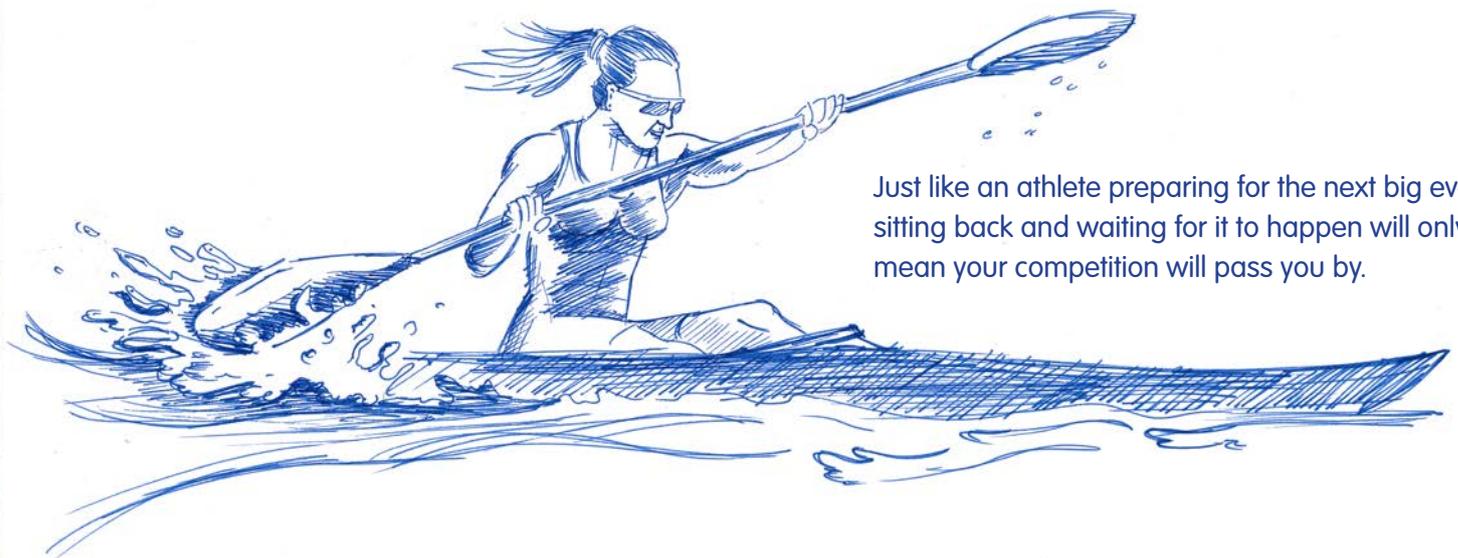
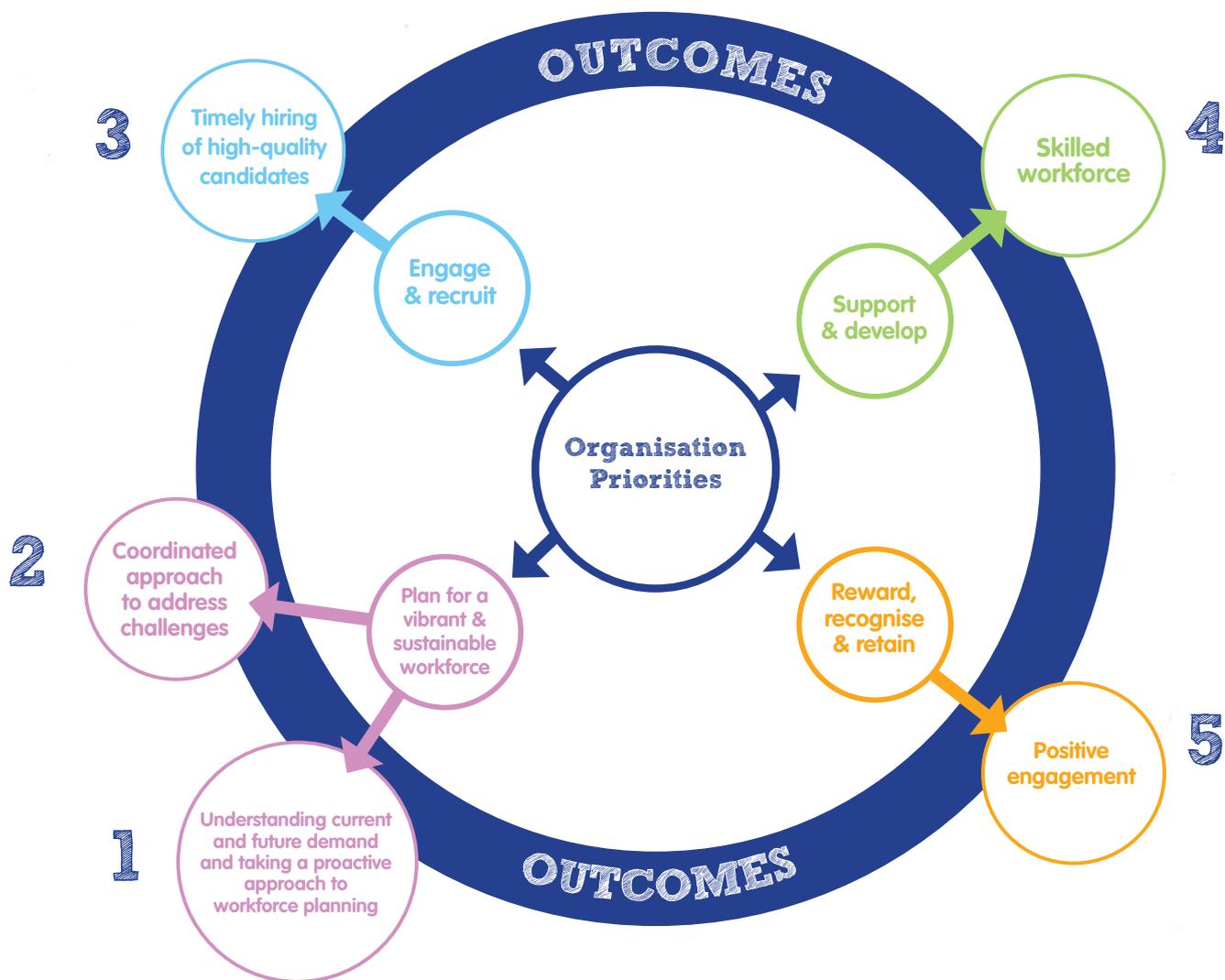
This Workforce Planning Framework outlines how Sport New Zealand, the New Zealand Recreation Association (NZRA) and Skills Active will work with sport and recreation partners to make research and information available; provide advice, support, guidelines and resources; and raise awareness and promote workforce planning practices. It draws on international best practice from other sporting organisations as well as organisations outside the sport and recreation sector.

WHY HAVE A WORKFORCE PLANNING FRAMEWORK?

Competition for skilled staff and volunteers is set to increase significantly, not just domestically but also globally, as populations and workforces around the world continue to grow older. The BERL Economics 2013 study of the sector's paid workforce identified that if the sector continues to operate as it does now, it will increasingly struggle to attract and retain the right people to deliver sport and recreation to a growing and changing population.



Our Framework Overview



Just like an athlete preparing for the next big event, sitting back and waiting for it to happen will only mean your competition will pass you by.

HOW YOU CAN USE THIS FRAMEWORK

Framework structure and application

This Framework describes four strategic priority areas:

Plan:

Plan for a vibrant and sustainable workforce

Engage & recruit:

Promote the sector as an attractive career and volunteering option

Support & develop:

Up-skill staff and volunteers, and develop them for future roles

Reward & retain:

Promote the recognition of staff and volunteers



This is not an action plan – but it provides context that will help sector organisations to develop and implement plans.



WHO DEVELOPED THIS FRAMEWORK?

Sport NZ, the NZRA and Skills Active have collaborated to create this Framework to support a proactive approach to sustaining a skilled paid and volunteer workforce in the sport and recreation sector.

The Framework is intended to provide a context for sector agencies and organisations to think about current and future workplace challenges, and put plans and initiatives in place to meet those challenges.



ORGANISATIONS AND THEIR ROLES

Sport NZ, NZRA & Skills Active

Centrally plan for sector workforce needs and support sector organisations to do the same

Education & Training Providers

Up-skill the current and future workforce to ensure the sector has the skills it needs

National & regional lead organisations

Support other sector organisations by providing leadership, assistance and resources

National, regional & local sector organisations

Actively plan to work towards meeting future workforce requirements



A GUIDE TO THE TERMS USED IN THIS FRAMEWORK

Critical role: A role that adds a disproportionate amount of value to the organisation, relative to other roles.

Workforce: Includes both paid staff and volunteers working in the sector.

Sector: All organisations operating in the sport and recreation sector.

National and regional lead organisations: Recognised national body organisations for a relevant sport or recreation activity (e.g. Netball NZ), and regional organisations providing services to other sector organisations, as well as directly to participants (e.g. Sport Waikato).

National, regional and/or local sector organisations: Organisations that provide sport, recreation or fitness activities or services e.g. YMCA, Gymnasiums, clubs, sport hubs and facilities.

OUR PRIORITIES IN DETAIL: PLAN



Sport NZ, NZRA & Skills Active will:

Provide and maintain an overall Workforce Planning Framework and put in place measures to assess its impact

Collect workforce data and information, and disseminate findings and analysis

Provide leadership in workforce planning and development practices

Provide resources, guidelines and information about workforce trends (including the inter-relationship between the paid and voluntary workforces) to assist sector organisations in workforce planning

Work with the sector to identify critical roles



Sport NZ & Skills Active will:

Conduct research into workforce trends to share with sector organisations

Engage with education and training providers to help them understand the role they can play in the sector in relation to current and future workforce needs

OUR PRIORITIES IN DETAIL: ENGAGE & RECRUIT



Sport NZ, NZRA & Skills Active will:

Promote the sector as an attractive career and volunteering option



Sport NZ will:

Promote the value of sport

Provide supporting resources to sector organisations to assist them in making good recruitment and succession decisions, creating attractive roles and developing talent pipelines

OUTCOMES



National and regional lead organisations can:

- Provide workforce information to sector organisations
- Assist in the identification of critical roles
- Distribute resources, guidelines and information about workforce trends to regional and local sector organisations
- Support regional and local sector organisations to take a proactive workforce planning approach



National, regional and local sector organisations can:

- Identify someone to be responsible for workforce planning
- Prepare a workforce plan (paid staff and volunteers)



Education and training providers can

- Engage with Sport NZ and Skills Active to understand the sector, including workforce trends and critical roles
- Provide a qualifications framework that meets the sector's current and future demands for skills

1

Sector organisations understand the future demand for skills and take a proactive approach to improve workforce planning

Indicator: Percentage of targeted organisations reflecting workforce planning and development strategies and tactics in their strategic and operational plans

2

The sector takes a coordinated approach to addressing workforce challenges

Indicator: Evidence of collaborative efforts across the sector to address workforce challenges



National and regional lead organisations can:

- Distribute research and resources to regional and local sector organisations
- Assist regional and local sector organisations to actively manage current and future talent for critical roles
- Plan for and actively manage the replacement of the existing workforce



National, regional and local sector organisations can:

- Plan for and actively manage the replacement of the existing workforce
- Promote the sector as an attractive career and/or volunteering option



Education and training providers can

- Promote the sector as an attractive career option
- Engage with Sport NZ and Skills Active to ensure current and future skills needs are met
- Provide a qualifications framework that meets the sector's current and future demands for skills

3

Critical roles are filled with high quality people within appropriate timeframes

Indicator: Increased pools of quality applicants for critical roles

Indicator: Quality of appointments for critical roles

OUR PRIORITIES IN DETAIL: SUPPORT & DEVELOP



Sport NZ, NZRA & Skills Active will:

Work with the sector to up-skill and develop staff for future roles

Provide resources to assist sector organisations to develop an attractive workplace environment

Provide research, information and resources to assist sector organisations to take a targeted approach to developing their workforce with a focus on the skills required to perform critical roles



NZRA will:

Provide a range of formal and informal qualifications that address current and future skills gaps



Sport NZ will:

Provide informal development opportunities that focus on the skills required to perform critical roles



Skills Active will:

Work with the sector to identify and align existing resources, programmes and assessments to meet industry-defined standards and qualifications

Provide training needs analysis tools to industry organisations

Provide a formal qualifications framework that focuses on the skills required to perform critical roles and ensure industry-supported national qualifications are available and accessible

OUR PRIORITIES IN DETAIL: REWARD, RECOGNISE & RETAIN



Sport NZ, NZRA & Skills Active will:

Provide recognition programmes for staff and volunteers



Sport NZ & NZRA will:

Provide research, information and resources to assist sector organisations in rewarding and recognising staff and volunteers, with a particular focus on non-monetary rewards



Skills Active will:

Promote the achievements of employees, trainers and employers through regular stakeholder communications

Promote the value of NZ Register of Recreation Professionals (NZRRP)

Work with industry bodies to promote and maintain an active register of qualified professionals complying with NZRRP requirements

OUTCOMES

National and regional lead organisations can:

Distribute research, information and resources to regional and local sector organisations

Assist regional and local sector organisations to develop their workforce and provide an attractive workplace environment



National, regional and local sector organisations can:

Provide development opportunities to staff and volunteers with a particular focus on the skills required to perform critical roles (including formal and informal training and secondments)

Provide an inspiring environment to work and volunteer



Education and training providers can

Provide a formal qualifications framework that focuses on the skills required to perform critical roles

4

The workforce has the skills required to perform their roles, and to progress in their roles and careers

Indicator: Evidence that people in critical roles have the skills required to do their jobs

Indicator: Number of staff with accreditation

National and regional lead organisations can:

Distribute research, information and resources to regional and local sector organisations to assist them in rewarding and recognising the workforce

Assist regional and local sector organisations to identify staff and volunteers with the potential to progress to critical roles



National, regional and local sector organisations can:

Provide recognition programmes

Promote other opportunities within the sector to workforce members at risk of leaving, particularly those in critical roles

Identify and plan for the development, retention or succession of staff and volunteers who are currently in critical roles or who have the potential to fill them

Provide appropriate reward and recognition to the workforce

Use appropriate performance management systems with paid staff

Provide engagement and retention programmes for volunteers

5

Staff and volunteers feel valued in their roles

Indicator: Overall engagement score of staff

Indicator: Sector organisation turnover rates are at appropriate levels

Indicator: Tenure of volunteers

HOW WILL WE KNOW WE'RE SUCCESSFUL?

We will know we're successful when we see the following outcomes:

Plan:

Sector organisations understand the future demands for skills and take a proactive approach to improved workforce planning. The sector takes a co-ordinated approach to addressing workforce challenges

Engage & recruit:

Critical roles are filled by high quality candidates within appropriate timeframes

Support & develop:

The workforce has the skills required to perform their roles, and to progress in their roles and careers

Reward & retain:

Staff and volunteers feel valued in their roles





Sport NZ is the guardian of New Zealand's world-leading sports system, from grass roots to high performance. We lead, enable and invest in a range of activities and partners to get more Kiwis, and especially kids, participating in sport and more Kiwis winning on the world stage.

www.sportnz.org.nz



New Zealand Recreation Association (NZRA) is the 'go-to' organisation for recreation professionals. NZRA's vision is to lead and build capability in the New Zealand recreation sector through professional development and standards and benchmarking services designed to develop individuals and organisations. NZRA is also committed to effective advocacy on behalf of the sector to affirm recognition of recreation and sport as essential public services.

www.nzrecreation.org.nz



Skills Active is the industry training organisation for sport, recreation and fitness. It is funded by the NZ Government to develop nationally recognised standards and qualifications, and to facilitate the delivery of these to paid and volunteer workers. Our purpose is to build a highly-qualified workforce in our industries, leading to productive and sustainable organisations that provide quality services to New Zealand.

www.skillsactive.org.nz

