

# State Sporting Associations Learning & Workforce Development Project

Review into the learning and workforce development needs of the  
State Sporting Associations in Western Australia



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**APEX**

Human Resources Consultancy

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## SECTION 1 – EXECUTIVE SUMMARY

The need for research into the learning and workforce development requirements of the sports industry in Western Australia was raised during the formative meetings of the Human Resources Industry Advisory Group (HRIAG) in 2009, with the last limited research being conducted in 2005 by the then Arts, Sports & Recreation Industry Training Council (now FutureNow).

The Department of Sport and Recreation (DSR) subsequently engaged FutureNow to conduct research aimed at identifying the learning and workforce development needs of the State Sporting Associations within Western Australia. The primary focus areas identified by the HRIAG and contained within the Project Outcomes required were to identify;

- Key workforce development requirements and demographic information including;
  - Gender balance
  - Split between full and part time employees
  - Split between seasonal and permanently contracted staff
  - Length of service
  - Number of volunteers within the industry
  - Planned expansion or contraction
  - Level of (permanently contracted) staff turnover (attrition)
  - Planned roles for recruitment in the coming 12 and 24 month period
  - Most utilised methods of recruitment, e.g. Seek.com.au
  - Preferred sources of recruitment, e.g. within the industry, Universities.
- Key learning and development needs including;
  - The level at which support was needed, e.g. organizational, individual
  - Most important priorities
  - Detail of related subject matter and content
  - Preferred delivery methods

In excess of 90 surveys were sent to the State Sporting Associations in Western Australia, with a final response rate of 60%. The level of responses differed significantly between the more highly resourced Associations and those that are mostly volunteer driven.

### Workforce Development Key Findings

The State Sporting Associations employ over 1,200 employees in Western Australia, with over 110,000 volunteers engaged in supporting the sporting infrastructure. Of the 500 permanently employed staff, 51% are male and 49% female, with 79% of those roles being on a full time basis. The Profile 3 & 4 Sports account for around 85% of the total workforce and are, as one would expect, geared more towards full time employment roles than the largely volunteer driven Profile 1 & 2 Sports.

Almost two-thirds of the permanently engaged workforce has length of employment of 3 years or less, with the Associations suffering a staff turnover (attrition) of 47% over the past 24 months. However with 70% of the Associations citing that recruitment from within the industry or from internal promotion was their primary source of recruits, there is clearly a high level of staff rotation within the industry.

98% of the respondents indicated staffing levels would remain static or grow in the coming 12 months, with only 2% indicating a decrease in staff numbers was planned.

### Executive Summary + Key Points

*Need for up to date research raised by HRIAG, FutureNow engaged by DSR to conduct survey and analysis.*

*1,200+ employees (including seasonal/casual) engaged by SSA's*

*51% of permanent workforce male*

*Almost two-thirds of workforce possesses 3 years length of service or less*

*Staff turnover 47% in past 24 months*

*Only 2% of respondents indicated a reduction in staffing in coming 12 months*

The role of Development Officer was by far the most common function planned for future recruitment in the coming 12-24 month period.

As we head towards another period of high employment and economic growth in Western Australia, the significant challenges faced by the State Sporting Associations will be recruiting and more importantly retaining skilled people within the industry.

#### Learning & Development Key Findings

The areas below were ranked most important by the State Sporting Associations in regard to Learning and Development needs in the following order;

1. Leadership Development
2. Management Development
3. Technical Competence
4. Club Development & Volunteer management
5. Organisational Design & Structure
6. Finance & IT Systems

Feedback in this area was largely consistent across all of the Profile 1, 2, 3 & 4 sports, with the exception of Club Development & Volunteer Management being ranked as a lower priority by the Profile 4 sports (Football, Cricket, Soccer, Netball & Rugby Union).

All the State Sporting Associations strongly advocated the need for a structured Leadership, Management and Staff Development Skills Program, indicating the desire for on-site workshops, seminars and education sessions aimed at fulfilling perceived skills gaps within the industry.

#### Key Recommendations

- 1. The responsible government bodies (Department of Training & Workforce Development, FutureNow, DSR & WASF) provide continued education and support in regard to workforce development initiatives and feasible implementation strategies that support the recruitment, development and retention of a skilled workforce within the sports industry in Western Australia.**
- 2. A coordinated and targeted approach is undertaken, driven by the DSR, to meet the identified learning and development needs of the State Sporting Associations.**
- 3. Ongoing (annual) research is conducted to ensure future learning and workforce development trends and needs within the industry are monitored in order that industry investment, strategies and decision making supports accurately the needs of the industry.**

#### Executive Summary + Key Points

*The significant challenge ahead will be to attract and retain a skilled workforce within the industry*

*Leadership, Management & Staff Development cited as most important needs within the industry*

*Ongoing education related to workforce development strategies and initiatives*

*Coordinated approach to learning & development*

*Ongoing research to meet industry needs*

## SECTION 2 - INTRODUCTION, CONTEXT & METHODOLOGY

The need for research into the learning and workforce development requirements of the State Sporting Associations was raised during the early meetings of the DSR HR Industry Advisory Group (HRIAG) in autumn 2009. Previous similar research had last been undertaken in 2005 by the Western Australian Arts, Sports & Recreation Industry Training Council (FutureNow), but was focused primarily on the development needs of the Association Chief Executives.

A survey type questionnaire (Appendix 1) was considered by the HRIAG as the best approach to initially gather data related to the learning and workforce development needs of the industry. Copies of the Project Plan and associated Timelines are included as Appendix 2.

### Overview of Workforce Development<sup>1</sup>

Workforce development is aimed at building, attracting and retaining a skilled workforce to meet the economic needs of Western Australia.

The newly established (2009) Department of Training and Workforce Development is working cooperatively and collaboratively with industry, community and government in creating a coordinated and strategic WA workforce development plan for the State.

Workforce development occurs at three different levels:

**enterprise** - workforce development to identify skilled labour requirements of individual businesses, including the number of skilled workers required and skills of existing employees

**industry/regional** - broader identification of skilled labour needs for the industry and the regions including attraction and retention needs and long term planning for future occupations.

**government** - whole of Government strategies to support the State's workforce needs and long term planning for future occupations

This whole of Government WA workforce development plan addresses among other things:

- labour market demand and supply on an industry and regional basis
- identification of skill and labour shortages
- enhancing attraction and retention of skilled workers
- increased participation in the workforce
- the need for whole of Government coordination
- targeted use of migration
- the need for comprehensive career development
- enhancing the training and workforce development culture of organisations
- strategies and actions to address issues and gaps.

At the industry/regional level, the development of industry specific and regional specific workforce development strategies are being undertaken, with workforce

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<sup>1</sup> For more information regarding the Workforce Development Plan visit;  
<http://www.dtwd.wa.gov.au/dtwd/detcms/navigation/workforce-development-plan>

**Executive Summary + Key Points**  
*Project arose from discussions within HR Industry Advisory Group*

*Lack of previous research*

*Survey identified as most appropriate method of capturing feedback*

*Workforce Development is aimed at building, attracting and retaining a skilled workforce to meet the economic needs of the state*

development at the enterprise level being encouraged, fostered and supported by the Department of Training and Workforce Development.

The framework will lead to the follow outcomes:

- Enhancing the training system to be demand driven, customer focused and flexible, with the role of training providers broadened to include partnering with employers to foster new workplace practices.
- Greater industry engagement including direct involvement of industry and enterprises in planning and program development. Industry will also be engaged through the State Training Board, peak employer and industry bodies and the network of 10 industry Training Councils. The industry Training Councils, which represent all sectors of industry, will lead the creation of industry workforce development plans.
- Enhanced planning through higher level labour market analysis and forecasting, greater focus on planning for those areas critical to the development of the State and providing industry with tools and information to assist their own planning.
- Increased participation in the workforce particularly for those people disadvantaged and disengaged from the labour market. This will include strategies targeted specifically to Aboriginal Western Australians coordinated through the Training Together - Working Together initiative.
- Whole of Government coordination including liaising with other Government departments on issues relating to local infrastructure and housing, social inclusion, economic and regional development, and sustainability.
- Improved use of migration including assistance to support Government and industry to effectively target migration from interstate as well as temporary and permanent migration from overseas as needed.
- Comprehensive career development to assist Western Australians transition between jobs and help influence career choices in line with employment opportunities and industry need. This will include the development of an interactive Training WA Career Centre website.

### Project Process

The survey was sent to all State Sporting Associations (SSA's) and focused on several key areas aimed at identifying both individual and organisational areas of support required by the SSA's from the various government bodies charged with workforce and learning and development service provision (Department of Sport and Recreation and Future Now), namely:

1. General and demographic information about the organisation. This information assisted in determining and clarifying differing requirements between organisations of different size.
2. Major areas of support required. This information identified the significant areas of support that are required within the industry, be it individual (leadership, management & staff development), or organisational (governance, design or structure).
3. More detailed information pertaining to the major areas identified above clarifying particular learning areas and at which level support is required.
4. Additional information, feedback, considerations and initiatives not covered within the remit of the survey.

Prior to the survey being sent to the SSA's several meetings were held with the various stakeholder groups as a means of introduction and informing them of the project content, process and timelines, which included meetings with WASF Board and members, two separate groups comprising Profile 1 (voluntary) sporting

### Executive Summary + Key Points

*Workforce, Learning & Development Survey sent to all SSA's*

*Objective to identify key workforce, learning & development needs of the SSA's in WA.*

*Several meetings held pre-launch to assist in communicating goals and objectives*

associations, DSR consultant group, and DSR staff (copy of presentation included Appendix 3). An explanatory covering letter (Appendix 4) from the DSR Director General and the Presidents of WASF and FutureNow was also sent with the survey.

The survey could be completed and returned via e-mail, hard copy or on-line at [futurenow.org.au](http://futurenow.org.au).

The Project was broken down into four distinct phases;

*Planning Phase* - 6 week initial scoping process that saw Apex HRC engaged by FutureNow to oversee the project management and delivery, scoping of the project and its goals and objectives.

*Phase 1* - the information gathering stage of the project, with the Human Resources Industry Advisory Group (HRIAG), DSR and FutureNow agreeing on a final survey to be sent to all SSA's.

*Phase 2* - the data analysis stage of the project. Preliminary findings, report and recommendations were made to key stakeholders involved in the scoping of the project (DSR, FutureNow, Western Australian Sports Federation and the HR Industry Reference Panel).

*Phase 3* - the project finalisation stage, with any anomalies arising from the findings being cross referenced with the SSA's and the final report and recommendations being drafted.

### **Summary**

This research represents a first critical step in identifying the workforce and learning and development issues faced by the sporting industry in Western Australia, and indeed for the first time identifies the size and scope of the SSA workforce (both paid and unpaid) for the first time. The outcomes will enable the industry and those bodies charged with the provision of services to the industry to more effectively and accurately plan where and how to invest in the industry in the coming 3-5 years for maximum return and benefit.

### **Executive Summary + Key Points**

*4 Phase project included project mapping through to report & recommendations*

*Project outcomes aimed at supporting related industry decision making and investment*

### SECTION 3 - RESULTS

#### SUMMARY OF WORKFORCE DEVELOPMENT KEY FINDINGS

The State Sporting Associations employ over 1,200 employees, including contracted seasonal/casual workers, with almost 500 employees being engaged on a permanent contract basis.

51% of the permanently contracted staff is male and 49% female, with 79% of the workforce employed on a full-time basis.

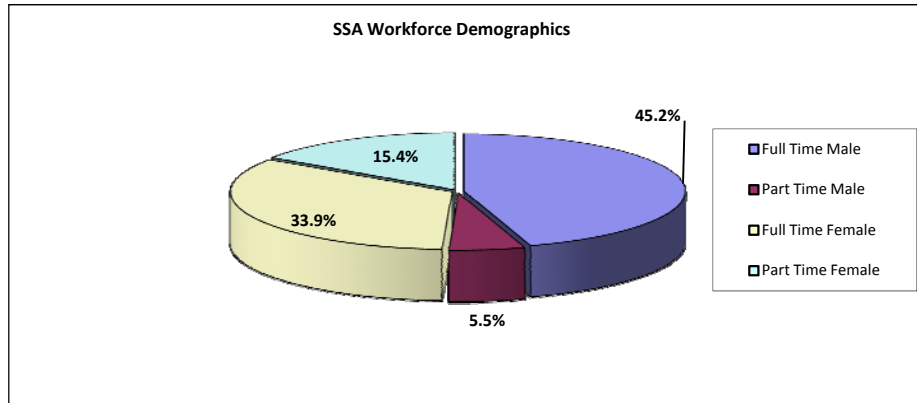


Chart 1 – SSA Male/Female employee demographics

Almost two-thirds of the permanently contracted staff has a length of service of 3 years or less, with the associations suffering a staff turnover of 47% over the past 24 months equating to over 200 leavers during that period. The primary reason cited for the staff turnover was career progression, with 54% of the respondents indicating this was the reason why employees left their organisation. Linked to this statistic is the fact that 70% of associations stated their primary recruitment source was within the industry/internal promotions. This indicates that although organisational staff turnover may be high, there is an element of staff rotation within the industry.

The volunteer workforce forms a critical factor in the effective operation of the industry within Western Australia, with over 110,000 volunteers active within the associations and club structure.

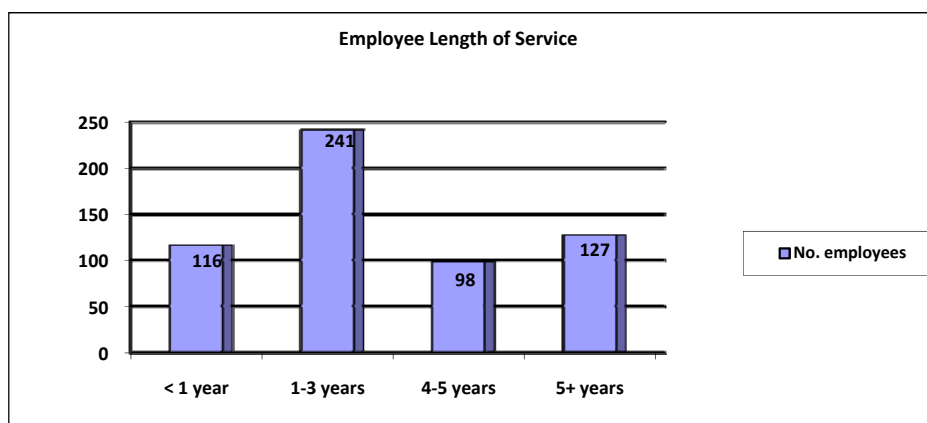


Chart 2 – SSA employee length of service

98% of respondents indicated plans to either increase staffing levels or remain static in the coming 12 months; only 2% indicated they would decrease staffing levels. In the coming 24 months, 31 additional vacancies will be created within the industry. Over half the respondents indicated their primary recruitment source was from within the industry.

#### Executive Summary + Key Points

Over 1200 employees in SSA's

51% Male

(Permanently contracted) Staff turnover 47% in past 24 months

More than two thirds of new recruits come from within the industry/internally

110,000+ volunteers

Two thirds of employees have 3 years or less length of service

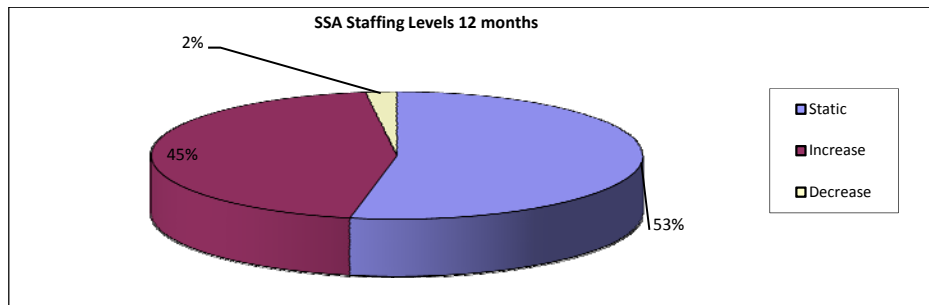


Chart 3 – SSA action with regard to staffing levels coming 12 months

**Executive Summary + Key Points**

Only 2% of associations intend to reduce staffing levels in the coming 12 months

Seek.com.au is the preferred method of recruitment, followed by the SSA’s own website, sportspeople.com.au and word of mouth/internal networking.

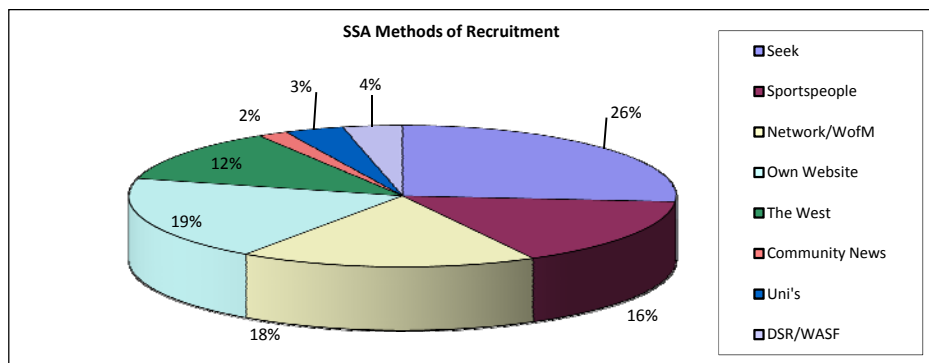


Chart 4 – SSA preferred methods of recruitment

Seek.com.au is the most utilized method of recruitment

The most common role to be filled within the coming 12 months is that of Development Officer (13 vacancies), followed by General Admin support (9 vacancies).

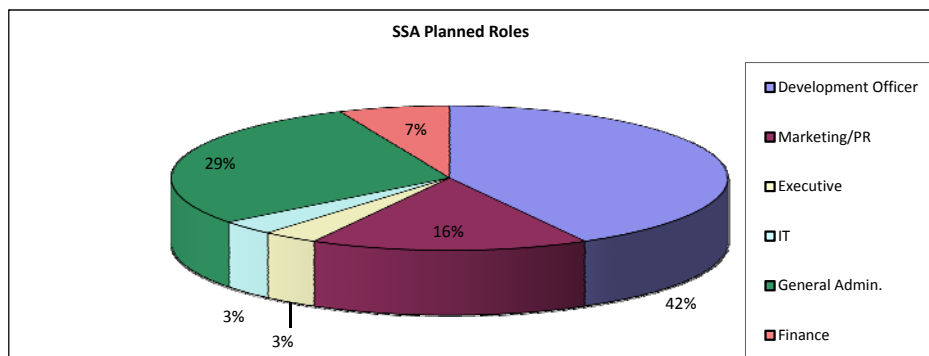


Chart 5 – SSA identified and planned roles for recruitment

The role of Development Officer is the most common in terms of planned recruitment in the coming 24 months

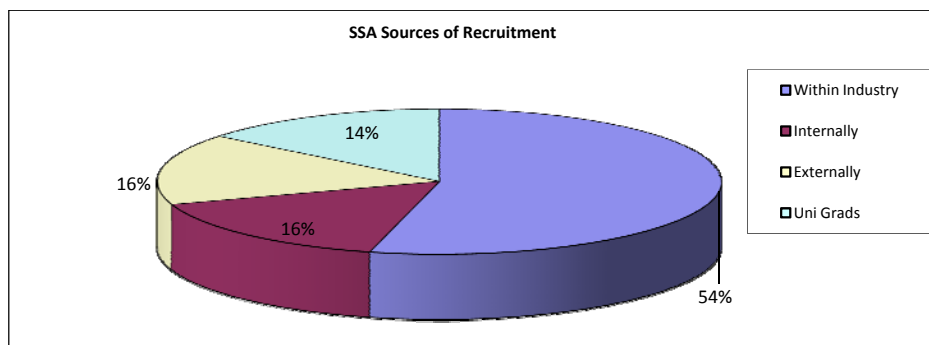


Chart 6 – SSA preferred sources for recruitment

70% of new recruits come from within the industry or via internal promotion

**ANALYSIS OF DIFFERENTIALS BETWEEN PROFILED SPORTS**

The State Sporting Associations fall into one of four categories, or profiles, as determined by the Department of Sport & Recreation, for example Profile 1 sports are those which are entirely volunteer driven, whereas Profile 4 sports represent the larger and more resourced sports such as Cricket, Rugby and Australian Rules Football.

**Profile 1 Sports**

Comprising around 40 sports ranging from Bocce & Chess to Orienteering, the Profile 1 sports employ only 1% of those employed within the industry in Western Australia. Employment within the Profile 1 sports is most likely to be on a part time basis (67% in Profile 1's versus 21% industry wide), with almost 40% of employees possessing 5 years or more length of service (versus 22% comparative across the industry).

**Profile 2 Sports**

Royal Surf Lifesaving, Badminton & Tenpin Bowling are included in the 25 sports that comprise the Profile 2 sports. This sector employs around 11% of the workforce within the industry, with female employees representing 61% of the workforce, compared to the industry average of 49%. As a percentage, the attrition rate (staff turnover) is the highest of all the profiles, at 69% over 24 months versus the industry mark of 47%.

**Profile 3 Sports**

The 20 Profile 3 sports include Swimming, Volleyball and Athletics, and employ around 26% of the total workforce within the industry, and are largely comparable demographically to the industry wide results received. Staff turnover, at 57% over the past 24 months, is higher than the industry average of 47%.

**Profile 4 Sports**

The Profile 4 sports (ARF, Cricket, Soccer, Netball, and Rugby Union) employ around 60% of the entire workforce engaged in the industry in Western Australia, totaling almost 200 permanently contracted staff, and just under 800 casual/seasonal staff. The number of full time male employees employed in this sector is higher than that of the industry average (60% vs. 51%). Staff turnover is significantly lower in this sector, 25% over the past 24 months versus the industry average of 47%.

Area	Profile 1	Profile 2	Profile 3	Profile 4	SSA Average
No. staff (inc Casuals)	11	143	334	780	
No. staff (excl. Casuals)	6	87	138	195	
% Male	33%	39%	47%	60%	51%
% Female	67%	61%	53%	40%	49%
% Part Time	67%	29%	23%	11%	21%
% Full Time	33%	71%	77%	89%	79%
<b>Length of Service</b>					
Less than 1 year	13%	17%	26%	18%	20%
1-3 years	37%	37%	42%	45%	41%
4-5 years	13%	17%	18%	16%	17%
5+ years	37%	29%	14%	21%	22%
<b>Attrition Rate (Perm. Staff)</b>					
12 months	33%	34%	32%	16%	25%
24 months	50%	69%	57%	25%	47%

Chart 7 – Key differentials between Profiled Sports

**Executive Summary + Key Points**

*Volunteer based organisations tend to retain staff longer*

*Staff turnover significantly lower due to expanded career opportunities*

*The 5 'Profile 4' sports employ almost 60% of the workforce in WA*

*The SSA's employ over 1200 workers in WA*

*Almost two-thirds of current permanent workforce has 3 years or less length of service*

*47% turnover of contracted staff in last 24 months*

## Workforce Development Recommendations

1. Responses to information requests from DSR (or DSR engaged bodies) are built into future grant acquittals to assist increasing response rates
2. FutureNow conduct/facilitate seminars and workshops with the SSA's to identify initiatives aimed at attracting and retaining workers to the industry
3. Ongoing education and engagement occurs related to Workforce Development strategies within the industry, utilizing the resources of the DSR & WASF.
4. An annual Workforce Development Survey is conducted to maintain current, accurate data in an effort to improve attraction, development and retention of workers into the industry.
5. An annual Compensation & Remuneration Survey be conducted within the industry to identify trends and benchmark against broader marketplace
6. FutureNow investigate the feasibility of adding a job search function/information repository on its website advertising current vacancies and opportunities within the industry in conjunction with DSR & WASF

## Executive Summary + Key Points

*Education of the SSA's with regard to Workforce Development initiatives is critical to attraction and retention of staff in the industry*

## **SUMMARY OF LEARNING & DEVELOPMENT KEY FINDINGS**

Within the body of the Learning & Workforce Development Survey, respondents were asked to rank issues in order of importance to the development of their organisation, under the following headings;

**Major Areas of Support Required**, which included;

- Leadership Development
- Management Development
- Technical Competence
- Club Development
- Organisational Design & Structure
- Finance & IT Systems

Each of the sub-headings above was then analysed in more detail and again the SSA's were requested to rank accordingly with 1 being the most important. Throughout the report, the lower the total ranking points received, the higher the importance.

With regard to major areas of support required identified above, the respondents ranked the issues on a scale of 1-6 in the following order;

1. **Leadership Development (142 Ranking Points)**
2. **Management Development (144 RP)**
3. **Technical Competence (175 RP)**
4. Club Development (181 RP)
5. Organisational design & structure (199 RP)
6. Finance & IT systems (204 RP)

Within the body of the survey the three areas listed above as highest priority were defined as follows;

**Leadership Development** - Encompasses strategic leadership of the organization at Board and Executive level, aimed at developing leadership skills and knowledge of the senior executives within the organization in areas such as strategic planning, marketing, stakeholder communication, media relations, financial management, leadership evaluation (360') and mentoring, performance and staff management.

**Management Development** – Encompasses core management development in areas such as communication, staff and performance management, personal effectiveness, presentation skills, conducting effective meetings, recruitment, operational and financial planning.

**Technical Competence** – Focuses on process, system and specialist knowledge development aimed at job specific competencies required to ensure effective performance, for example; HR legislative issues, accreditation of coaches, MS Office, financial systems, etc.

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
Leadership Development	2	1	2	1	1
Management Development	1	3	1	2	2
Technical Competence	3	2	4	4	3
Club Development	4	4	3	6	4
Org. Design & Structure	5	6	5	3	5
Finance & IT Systems	6	5	6	5	6

Chart 8– SSA Major Areas of Support required (1 being highest)

### **Executive Summary + Key Points**

*Leadership Development was cited as the most important learning & development requirement by the SSA's*

*A Leadership Skills program, Management Development Program and issues related to Technical Competence were ranked of most importance in terms of developmental needs*

*Leadership Development was ranked highly important by all sports*

Leadership Development and Management Development were ranked the most important by some margin, scoring totals of 142 & 144 respectively, with a fairly close and even spread between the remainder. Profile 2,3 & 4 sports identified similar and consistent needs, the main differential was with the Profile 4 sports where there was less importance placed on Club Development and more on Organisational Design & Structure.

#### **Executive Summary + Key Points**

#### **General Learning & Development Recommendations**

- 1. A bi-annual Learning & Development Survey is conducted to remain abreast of changing requirements and needs.**
- 2. A Program of (subsidised<sup>2</sup>) workshops/seminars scheduled based upon the feedback to the survey aimed at meeting the requirements of the SSA's to include;**
  - a. Modular type development programs for executive, management and staff positions***
  - b. Professional development type workshops/seminars***
  - c. Networking functions addressing specific topics raised in the survey***
- 3. A calendar of workshops, events & seminars is developed annually**
  - a. Scheduling of course should take into account seasonal pressures of the sports***
  - a. On-line capability should be investigated where it is practicable, e.g. Computer Literacy***

*Regular reviews are required in order to maintain accurate data and to effectively service the industry*

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<sup>2</sup> Almost all respondents indicated they would be prepared to contribute towards the cost of attending learning & development seminars (where viable) and provide (paid) time off for staff to attend

## LEADERSHIP DEVELOPMENT

With regard to Leadership Development, the respondents ranked the issues identified below in the following order, with the corresponding total ranking points in parentheses;

1. **Leadership Skills Program (142)**
2. **Strategic Planning Process (187)**
3. **Organisational structure & design (190)**
4. Board Development (202)
5. Financial & budgetary management (204)
6. 360 Evaluation process (235)
7. Conducting effective meetings (294)
8. Report writing (300)
9. Presentation skills (343)
10. Recruitment & interviewing (404)

Within the body of the survey the three areas listed above as highest priority were defined as follows;

**Leadership Skills Program** – communication, personal effectiveness, motivation, media relations, business skills, performance management, succession planning, industry best practice

**Strategic Planning Process** – how to construct a strategic plan

**Organisational Structure & Design** – Drafting of organization mission and values and alignment of the operations with its strategic goals – the role of the Board and its relationship with operations, HR policies and processes, clarifying roles and responsibilities within the organization, constitutional issues, regional requirements, succession planning and performance management processes.

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
Leadership Skills Program	2	2	1	1	1
Strategic Planning Process	1	3	4	2	2
Org. Structure & Design	5	6	3	3	3
Board Development	3	5	2	6	4
Financial Management	4	1	5	4	5
360 Evaluation	6	4	6	5	6
Conducting Effective Meetings	7	8	8	7	7
Report Writing	8	7	7	8	8
Presentation Skills	9	9	9	9	9
Recruitment & interviewing	10	10	10	10	10

Chart 9 – Leadership Development SSA requirements (1 being highest)

Leadership Skills Program (142) was ranked highest by a considerable margin, with, Strategic Planning (187) and Organisational Structure & Design (190) closely ranked thereafter. Results were fairly consistent, main exception being the Profile 2 sports higher ranking regarding Financial Management. Total points spread was 142-404.

### Executive Summary + Key Points

*Leadership Skills program, Strategic Planning process and Organisational Design ranked as most important with regard to leadership development within the industry*

## Leadership Development Recommendations

1. **Learning & Development Program of workshops designed to meet the stated needs above**
  - a. **Frequency of workshops dictated by the order in which the issues are ranked, i.e. 2 sessions per year covering the Strategic Planning Process and only 1 covering Report Writing or Conducting Effective Meetings.**
  - b. **Once the Program is drafted the SSA's should be contacted to determine communicate dates and related costs, and the likely number of attendees to ascertain viability of holding the particular workshop**
  
2. **Leadership Skills program developed encompassing the following combination of modular type workshops and benchmarking/mentoring sessions (preferred venue on-site at DSR) focusing on the core characteristics and competencies that differentiate leadership from management**
  - a. **Leadership Characteristics**
  - b. **Interpersonal Skills**
  - c. **Analytical Skills**
  - d. **Business Awareness**
  - e. **Dynamism**
  - f. **Operational knowledge**
  
3. **Board Development Program designed encompassing the following modular type workshops (venue on-site at the DSR**
  - a. **Function of the Board**
  - b. **Board roles**
  - c. **Communication**
  - d. **Constitutional/ASIC requirements**
  - e. **Board meetings**
  - f. **Stakeholder relationships**
  
4. **Program of professional development seminars/workshops scheduled to advise the industry regarding;**
  - g. **360 Evaluation process**
  - h. **Organisational structure & design, to include;**
    1. **Developing Mission/Values**
    2. **SWOT Analyses**
    3. **HR Policies, procedures & processes**
  
5. **Learning Providers sourced by DSR to deliver the identified programs (list of potential providers included as Appendix 5)**

## Executive Summary + Key Points

*An annual calendar of events, workshops and clinics should be established to support the needs of the SSA's.*

## MANAGEMENT DEVELOPMENT

With regard to Management Development, the respondents ranked the issues identified below in the following order;

1. **Management Skills Program (93)**
2. **Financial & Budgetary Management (147)**
3. **Strategic & Operational Planning Process (155)**
4. **360 Evaluation (178)**
5. **Report Writing (225)**
6. **Conducting Effective Meetings (237)**
7. **Presentation Skills (246)**
8. **Recruitment & Interviewing (332)**

Within the body of the survey the three areas listed above as highest priority were defined as follows;

**Management Skills Program** – communication, personal effectiveness, motivation, media relations, business skills, performance management, succession planning, industry best practice.

**Financial & Budgetary Management** – understanding, drafting and writing budgets and financial reports

**Strategic & Operational Planning Process** – how to construct a strategic/operational plan

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
Management Dev. Program	1	2	1	1	1
Financial Management	3	1	2	2	2
Operational Planning	2	4	4	3	3
360 Evaluation	4	3	3	5	4
Report Writing	6	5	5	4	5
Conducting Effective Meetings	5	6	6	6	6
Presentation Skills	7	7	7	7	7
Recruitment & interviewing	8	8	8	8	8

Chart 10 – Management Development SSA requirements (1 being highest)

There were largely consistent results across the board; Management Skills Program (93) was ranked by far the most important, with Financial Management and Strategic/Operational Planning Process scoring 147 & 155 respectively.

**Management Development Recommendations**

1. Management Development program developed encompassing the following modular type workshops (venue on-site at DSR):

*b. Management Skills*

1. Role of the manager
2. Communication
3. Motivation
4. Performance management
5. Financial Management
6. Report Writing
7. Operational Planning
8. Presentation skills
9. Personal effectiveness
10. Recruitment & Interviewing

*c. Management Characteristics*

1. Interpersonal skills
2. Self awareness

**Executive Summary + Key Points**

A Management Skills Program, Financial & Budgetary Management and Operational Planning Process were ranked highest needs within management development

## TECHNICAL COMPETENCE

With regard to Technical Competence, the respondents ranked the issues identified below in the following order;

1. **Coach & Officials Development (190)**
2. **Administration Skills (201)**
3. **Financial & Budgetary Management (220)**
4. Computer Literacy (226)
5. Time Management (245)
6. Report Writing (267)
7. Presentation Skills (278)
8. IT (291)
9. HR Legislation (302)
10. Media Training (318)

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
Coach/Officials Development	1	3	3	7	1
Admin Skills	2	2	1	3	2
Financial Management	3	1	4	6	3
Computer Literacy	4	4	7	2	4
Time Management	9	5	6	1	5
Report Writing	8	7	5	4	6
Presentation Skills	6	9	8	5	7
IT	5	6	10	10	8
HR Legislation	10	8	2	8	9
Media Skills	7	10	9	9	10

Chart 11 – Technical Competence SSA requirements (1 being highest)

More variation and inconsistency in this category than any other, largely due to the fact that the area of Technical Competence is entirely dependent upon the skill levels of the workforce at any given point in time. Coach & Officials Development and Administration Skills were ranked most important by some margin.

### Technical Competence Recommendations

1. **Further research be conducted to identify means by which additional support can be offered to the SSA's with regard to Coach/Officials Development, Administration Skills & Computer Literacy**
2. **Subsequent development of Programs & initiatives aimed at meeting stated needs**
3. **Ongoing support with regard to Financial Management**

### Executive Summary + Key Points

*Coach/Officials Development, Admin Skills and Financial Management cited as most important requirements.*

*Inconsistent results due to varying levels of competence of current workforce across different organisations*

## ORGANISATIONAL DESIGN & STRUCTURE

With regard to Organisational Design & Structure, the respondents ranked the issues identified below in the following order;

1. Strategic/Operational Planning Process (109)
2. Issues related to governance (138)
3. Mission & Values (161)
4. SWOT Analyses (175)
5. HR Policies & Processes (190)
6. Regional Requirements (210)

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
Strategic Planning Process	1	1	1	2	1
Issues related to governance	2	2	2	5	2
Mission & Values	3	3	5	1	3
SWOT Analyses	4	5	4	3	4
HR Policies & Processes	6	6	3	4	5
Regional Requirements	5	4	6	6	6

*Chart 12 – Organisational Design & Structure SSA requirements (1 being highest)*

Largely consistent results, with the exception of Profile 4 sports lower ranking of governance related issues and higher need for guidance with regard to defining organisational Mission & Values. Strategic Planning Process scored 109, with Governance and Mission & Values scoring 138 & 161 respectively. Total points spread was 109-210.

### Organisational Design & Structure Recommendations

1. **Providers identified to assist in servicing specific needs of the SSA's with regard to particular Governance issues.**
2. **Program of workshops developed aimed at providing advice and guidance related to the other issues identified**

### Executive Summary + Key Points

*Strategic Planning process seen as most important need within Organisational Development & Design*

## FINANCE & IT SYSTEMS

### Executive Summary + Key Points

With regard to Finance & IT Systems, the respondents ranked the issues identified below in the following order;

1. Lack of internal knowledge regarding financial systems (117)
2. Outdated/inefficient IT systems (118)
3. Lack of internal knowledge regarding IT systems (125)
4. Outdated/inefficient financial systems (134)

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
Lack of knowledge finance systems	1	1	2	1	1
Outdated/inefficient IT systems	4	2	1	2	2
Lack of knowledge IT systems	3	3	3	3	3
Outdated/inefficient finance systems	2	4	4	4	4

Chart 13 – Finance & IT Systems SSA requirements (1 being highest)

Points spread was very close across the four identified areas, 117-134. Lack of specific knowledge with regard to financial systems ranked as most important with 117. The points distribution is very close and specific needs will vary depending upon the system requirements and learning needs of the current workforce.

### Finance & IT Systems Recommendations

1. Further detailed research is conducted to identify specific system support or developmental needs required by the SSA's.
2. Subsequent program of workshops be developed to identify and bridge the systems issues raised
  - a. Identifying best fit scenarios with regard to systems
3. Based upon the systems that are used, that a related Program is developed to meet the learning requirements of the SSA's
  - a. Explore on-line training possibility

**CLUB DEVELOPMENT & VOLUNTEER MANAGEMENT**

With regard to Club Development & Volunteer Management, the respondents ranked the issues identified below in the following order;

1. Volunteer recruitment, training & retention (79)
2. Club/Association structure & policies (123)
3. Communication/relationship with governing body (123)
4. State/National legislative requirements & compliance (158)

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
Volunteer recruitment & retention	1	1	1	1	1
Club/Ass. structure & policies	2	2	3	2	2
Relationship with governing body	3	2	2	3	3
State/National leg. compliance	4	4	4	4	4

*Chart 14 – Club Development & Volunteer Management SSA requirements (1 being highest)*

Volunteer recruitment, development & retention is clearly the most important issue, polling 78 ranking points, with Club Structure and Relationship with Governing Body polling 120 & 121 respectively. Points spread was 78-154. There appears to be comparatively no major issues with regard to state/national legislative compliance.

**Club Development & Volunteer Management Recommendations**

1. **Practical strategies and programs developed to support volunteer recruitment, development, recognition and retention**
  - b. **Suggested topic for the HRIRP to consider and review**
2. **Series of subsequent workshops held promoting the resources available to the SSA's with regard to policies, structure and processes, and initiatives to help promote the role of the volunteer within WA**

**Executive Summary + Key Points**

*Associations require greater support with regard to issues related to volunteer recruitment & retention*

## DELIVERY METHODS

With regard to Delivery Methods, the respondents ranked the issues identified below in the following order;

1. On-site workshops (100)
2. Modular Programs (116)
3. On-line capability (131)
4. Ideally with some state/national accreditation (158)

Area	Profile 1 Rank	Profile 2 Rank	Profile 3 Rank	Profile 4 Rank	SSA Total Rank
On-site workshops	1	1	1	1	1
Modular Programs	2	3	2	2	2
On-line capability	2	2	3	3	3
With State/National accreditation	2	4	4	4	4

*Chart 15 – Delivery Methods SSA preferences (1 being highest)*

This area provided fairly consistent and clear results. On-site workshops were by far the most supported (100), with Modular Programs and On-Line capability scoring 116 & 131 respectively. Points spread was 100-158.

### Delivery Methods Recommendations

1. Workshops held on site
2. Workshops and programs should be modular in nature, utilizing on-line functionality where feasible

### Executive Summary + Key Points

*On-site, modular programs with on-line capability where feasible, was seen as preferred method of delivery*

## SECTION 4 – LIST OF RECOMMENDATIONS

*Executive Summary + Key Points*

### Key Recommendations

1. The responsible government bodies (Department of Training & Workforce Development, FutureNow, DSR & WASF) provide continued education and support in regard to workforce development initiatives and feasible implementation strategies that support the recruitment, development and retention of a skilled workforce within the sports industry in Western Australia.
2. A coordinated and targeted approach is undertaken, driven by the DSR, to meet the identified learning and development needs of the State Sporting Associations.
3. Ongoing (annual) research is conducted to ensure future learning and workforce development trends and needs within the industry are monitored in order that industry investment, strategies and decision making supports accurately the needs of the industry.

### Workforce Development Recommendations

1. Responses to information requests from DSR (or DSR engaged bodies) are built into future grant acquittals to assist increasing response rates
2. FutureNow conduct/facilitate seminars and workshops with the SSA's to identify initiatives aimed at attracting and retaining workers to the industry
3. Ongoing education and engagement occurs related to Workforce Development strategies within the industry, utilizing the resources of the DSR & WASF.
4. An annual Workforce Development Survey is conducted to maintain current, accurate data in an effort to improve attraction, development and retention of workers into the industry.
5. An annual Compensation & Remuneration Survey be conducted within the industry to identify trends and benchmark against broader marketplace
6. FutureNow investigate the feasibility of adding a job search function/information repository on its website advertising current vacancies and opportunities within the industry in conjunction with DSR & WASF

*Ongoing education of SSA's with regard to Workforce Development initiatives and strategies important in attracting and retaining staff within the industry*

*Important that data is reviewed, updated and captured annually to ensure information is reflective of current needs*

## General Learning & Development Recommendations

1. A bi-annual Learning & Development Survey is conducted to remain abreast of changing requirements and needs.
2. A Program of (subsidised<sup>3</sup>) workshops/seminars scheduled based upon the feedback to the survey aimed at meeting the requirements of the SSA's to include;
  - a. *Modular type development programs for executive, management and staff positions*
  - b. *Professional development type workshops/seminars*
  - c. *Networking functions addressing specific topics raised in the survey*
3. A calendar of workshops, events & seminars is developed annually
  - a. *Scheduling of course should take into account seasonal pressures of the sports*
  - a. *On-line capability should be investigated where it is practicable, e.g. Computer Literacy*

## Leadership Development Recommendations

1. Learning & Development Program of workshops designed to meet the stated needs above
  - a. Frequency of workshops dictated by the order in which the issues are ranked, i.e. 2 sessions per year covering the Strategic Planning Process and only 1 covering Report Writing or Conducting Effective Meetings.
  - b. Once the Program is drafted the SSA's should be contacted to determine communicate dates and related costs, and the likely number of attendees to ascertain viability of holding the particular workshop
2. Leadership Skills program developed encompassing the following combination of modular type workshops and benchmarking/mentoring sessions (preferred venue on-site at DSR) focusing on the core characteristics and competencies that differentiate leadership from management
  - a. Leadership Characteristics
  - b. Interpersonal Skills
  - c. Analytical Skills
  - d. Business Awareness
  - e. Dynamism
  - f. Operational knowledge
3. Board Development Program designed encompassing the following modular type workshops (venue on-site at the DSR)
  - i. *Function of the Board*
  - j. *Board roles*
  - k. *Communication*
  - l. *Constitutional/ASIC requirements*
  - m. *Board meetings*
  - n. *Stakeholder relationships*
4. Program of professional development seminars/workshops scheduled to advise the industry regarding;

## Executive Summary + Key Points

An annual calendar of events, workshops and clinics is drafted to meet the learning & development needs of the industry

<sup>3</sup> Almost all respondents indicated they would be prepared to contribute towards the cost of attending learning & development seminars (where viable) and provide (paid) time off for staff to attend

- a. **360 Evaluation process**
- b. **Organisational structure & design, to include;**
  1. **Developing Mission/Values**
  2. **SWOT Analyses**
  3. **HR Policies, procedures & processes**
5. **Learning Providers sourced by DSR to deliver the identified programs (list of potential providers included as Appendix 5)**

#### **Management Development Recommendations**

1. **Management Development program developed encompassing the following modular type workshops (venue on-site at DSR):**
  - b. **Management Skills**
    3. **Role of the manager**
    4. **Communication**
    5. **Motivation**
    6. **Performance management**
    7. **Financial Management**
    8. **Report Writing**
    9. **Operational Planning**
    10. **Presentation skills**
    11. **Personal effectiveness**
    12. **Recruitment & Interviewing**
  - c. **Management Characteristics**
    13. **Interpersonal skills**
    14. **Self awareness**

#### **Technical Competence Recommendations**

1. **Further research be conducted to identify means by which additional support can be offered to the SSA's with regard to Coach/Officials Development, Administration Skills & Computer Literacy**
2. **Subsequent development of Programs & initiatives aimed at meeting stated needs**
3. **Ongoing support with regard to Financial Management**

#### **Organisational Design & Structure Recommendations**

1. **Providers identified to assist in servicing specific needs of the SSA's with regard to particular Governance issues.**
2. **Program of workshops developed aimed at providing advice and guidance related to the other issues identified**

#### **Finance & IT Systems Recommendations**

1. **Further detailed research is conducted to identify specific system support or developmental needs required by the SSA's.**
2. **Subsequent program of workshops be developed to identify and bridge the systems issues raised**

**a. Identifying best fit scenarios with regard to systems**

- 3. Based upon the systems that are used, that a related Program is developed to meet the learning requirements of the SSA's**
  - a. Explore on-line training possibility**

*Executive Summary + Key Points*

**Club Development & Volunteer Management Recommendations**

- 1. Practical strategies and programs developed to support volunteer recruitment, development, recognition and retention**
  - a. Suggested topic for the HRIRP to consider and review**
- 2. Series of subsequent workshops held promoting the resources available to the SSA's with regard to policies, structure and processes, and initiatives to help promote the role of the volunteer within WA**

**Delivery Methods Recommendations**

- 1. Workshops held on site**
- 2. Workshops and programs should be modular in nature, utilizing on-line functionality where feasible**

# **State Sporting Association Learning & Workforce Development Project**

Review into the learning and workforce development needs of the State  
Sporting Associations in Western Australia

## **Section 5 - Appendix**

## **Appendix 1 –**

State Sporting Association Learning & Workforce  
Development Survey

# APEX

Human  
Resources  
Consultancy

T: 0425113554  
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m

## State Sporting Association Learning & Development Survey

### Introduction

Apex Human Resources Consultancy has been engaged by FutureNow, in conjunction with the Department of Sport and Recreation and the Western Australian Sports Federation, to undertake a survey into the learning and workforce development requirements of the sports industry within Western Australia.

FutureNow is a not-for-profit industry incorporated organisation which provides high level strategic advice and leadership to the WA Government, registered training organisations and industry on the workforce development needs of the creative and leisure industries. In addition to this key role, FutureNow promotes education and training to employees and employers, and provides a strategic brokerage role and consultancy service to industry and other stakeholders.

Workforce planning and development is currently attracting a significant amount of effort around Australia as the country begins to recover from the Global Financial Crisis. FutureNow has been tasked with developing industry workforce development plans for the creative and leisure industries in Western Australia with a focus on those occupations which are critical to the ongoing sustainability, productivity and growth of enterprises in its coverage.

The objective of this initial survey is to receive feedback from the State Sporting Associations with regard to the learning and development needs within the industry. This information will then be used to structure the Departments learning and development strategies, investment and provision of services in the coming three years. Once this initial feedback has been received, further dialogue will take place in order to gather more detail, particularly in regard to the manner in which the identified learning and development initiatives are best addressed and delivered. This dialogue may include a further survey type questionnaire and workshop meetings with a range of the survey participants.

The involvement of all the State Sporting Associations in completing and returning the survey is paramount to ensure that the Department's investment mirrors the needs of the industry within Western Australia.

All individual responses will be kept confidential and it **is recommended that this survey be shared and discussed with Association staff, management and Board prior to completion in order to ensure as comprehensive feedback as possible.**

The first section of the survey captures some general statistical and workforce development information regarding your organisation and will help identify differing needs and requirements between organisations of different size. The following sections of the survey focus on capturing feedback with regard to specific training, learning and development needs across a variety of subjects.

Thank you for taking the time to complete and return the survey. The recommendations and report will be made available to all participants upon completion.

**Any enquiries concerning the survey process can be directed to Garry Chandler via the email address below or via phone on 0425 113 554.**

**Completed surveys should be returned via e-mail no later than 23/04/10 to Garry Chandler at [apexhrc@bigpond.com](mailto:apexhrc@bigpond.com)**

**The survey may also be completed on-line, via [futurenow.org.au](http://futurenow.org.au), from week commencing 5/4/10.**

## Section 1 – Information about your organisation

1. What is the name of your Association/Organisation?

\_\_\_\_\_

2. What is your name?

\_\_\_\_\_

3. What is your role?

\_\_\_\_\_

4. What is the approximate number of registered statewide participants in your sport?

\_\_\_\_\_

5. How many salaried staff do you employ in the metropolitan area?

Full Time Male: \_\_\_\_\_

Part Time Male: \_\_\_\_\_

Full Time Female: \_\_\_\_\_

Part Time Female: \_\_\_\_\_

Casual/Seasonal Male: \_\_\_\_\_

Casual/Seasonal Female: \_\_\_\_\_

6. How many salaried staff do you employ regionally?

Full Time Male: \_\_\_\_\_

Part Time Male: \_\_\_\_\_

Full Time Female: \_\_\_\_\_

Part Time Female: \_\_\_\_\_

Casual/Seasonal Male: \_\_\_\_\_

Casual/Seasonal Female: \_\_\_\_\_

**7. What length of service does your staff have?**

Years Service	No. Staff
Less than 1	_____
1 – 3	_____
4 – 5	_____
More than 5	_____

**8. In the coming 12 months, are there plans to:**

	Yes	No
Increase staffing levels	<input type="checkbox"/>	<input type="checkbox"/>
Decrease staffing levels	<input type="checkbox"/>	<input type="checkbox"/>
Remain static	<input type="checkbox"/>	<input type="checkbox"/>

**9. How many additional staff do you plan to recruit in the coming 12/24 months?**

12 months: \_\_\_\_\_

24 months: \_\_\_\_\_

**10. What difficulties/differences do you face in recruiting within the metropolitan area compared to regional WA?**

\_\_\_\_\_

\_\_\_\_\_

**11. Which additional roles do you plan to recruit in the coming 12/24 months?**

12 months:

\_\_\_\_\_

24 months:

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**12. Typically, where do your new recruits come from? Please tick**

Within the sports industry

Internal promotion

Outside the industry

University graduates

**13. How does recruitment form part of your strategic and succession planning process?**

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**14. What methods of recruitment (e.g. Seek) do you utilize and do you target a specific demographic?**

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**15. Which vacancies are typically hardest to fill? Why?**

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**16. How many staff have left your organisation in the past 12/24 months?**

12 months: \_\_\_\_\_

24 months: \_\_\_\_\_

**17. Why did they leave? Please tick and include number of leavers**

		No. of leavers
Career progression	<input type="checkbox"/>	_____
Dissatisfied	<input type="checkbox"/>	_____
Disciplinary reasons	<input type="checkbox"/>	_____
Redundancy	<input type="checkbox"/>	_____

Other (please state):

---

**18. Does your organisation engage volunteers in a formal capacity – e.g. to serve on committees or assist at events? Yes**

No

If so, approximately how many per year?

---

**19. What is the approximate total number of volunteers involved in your sport – e.g. at a club or regional**

**level:** \_\_\_\_\_

## Section 2 – Major areas of support required for your sport\*

In the column indicated below, please rank the learning and development areas listed in order of importance to your organisation (1 being of highest importance).

	Area	Importance
A	Leadership development	
B	Management development	
C	Technical competence	
D	Organizational design and structure	
E	Financial and IT systems	
F	Club development	
G	Other (please specify and rank accordingly)	

**\*Leadership Development** – Encompasses strategic leadership of the organization at Board and Executive level, aimed at developing leadership skills and knowledge of the senior executives within the organization in areas such as strategic planning, marketing, stakeholder communication, media relations, financial management, leadership evaluation (360’) and mentoring, performance and staff management.

**Management Development** – Encompasses core management development in areas such as communication, staff and performance management, personal effectiveness, presentation skills, conducting effective meetings, recruitment, operational and financial planning.

**Technical Competence** – Focuses on process, system and specialist knowledge development aimed at job specific competencies required to ensure effective performance, for example; HR legislative issues, accreditation of coaches, MS Office, financial systems, etc.

**Organisational Design and Structure** – Drafting of organization mission and values and alignment of the operations with its strategic goals – the role of the Board and its relationship with operations, HR policies and processes, clarifying roles and responsibilities within the organization, constitutional issues, regional requirements, succession planning and performance management processes.

**Financial and IT Systems** – identification and resolution of issues regarding the systems used within the organization that impact its effectiveness and the subsequent training and development of staff.

**Club Development/Volunteer Management** – Focus required is on club structure as opposed to the organisations administration and operations, such as club structure and policies, volunteer recruitment and retention.

If required, please use the space below to further explain your responses and thoughts or to identify any other areas of support required.

### Section 3 – Leadership Development

With regard to executive leadership development within your organisation, please rank the areas listed in order of importance (1 being of highest importance).

	Area	Rank
A	360' Management/Leadership Evaluation – tool for assessing current leadership competence within the organisation and identifying subsequent needs	
B	Strategic Planning process – how to construct a strategic plan	
C	Board development – identify competencies required for effective Board operation, role of the Board.	
D	Leadership Skills Program – communication, personal effectiveness, motivation, media relations, business skills, performance management, succession planning, industry best practice.	
E	Financial and budgetary management – understanding, drafting and writing budgets and financial reports.	
F	Organisational structure & design – aligning roles within the organization to strategic objectives, drafting mission and values.	
G	Report writing – generating professional reports, in particular Sponsor/Partner proposals.	
H	Presentation Skills – making effective and professional presentations, public speaking.	
I	Recruitment and interviewing techniques	
J	Conducting Effective meetings – how to conduct professional and effective meetings.	
K	Other (please specify and rank accordingly)	

If required, please use the area below to further explain your responses or thoughts

### Section 4 – Management Development

With regard to management development within your organisation, please rank the areas listed in order of current importance (1 being of highest importance).

	Area	Rank
A	360' Management/Leadership Evaluation – tool for assessing current management competence within the organisation and identifying subsequent needs	
B	Strategic/Operational Planning process – how to construct a strategic/operational plan	
C	Management Skills Program – communication, personal effectiveness, motivation, media relations, business skills, performance management, succession planning, industry best practice.	
D	Financial and budgetary management – understanding, drafting and writing budgets and financial reports.	
E	Report writing – generating professional reports, in particular Sponsor/Partner proposals.	
F	Presentation Skills – making effective and professional presentations, public speaking.	
G	Recruitment and interviewing techniques	
H	Conducting Effective meetings – how to conduct professional and effective meetings.	
I	Other (please specify and rank accordingly)	

If required, please use the area below to further explain your responses or thoughts

### Section 5 – Technical Competence

With regard to the levels of technical competence in the roles within your organisation, please identify and rank the areas of support required in order of importance (1 being of highest importance).

	Subject/Issue	Rank
A	Computer Literacy	
B	Media Training	
C	Administration skills	
D	Report writing	
E	Financial & budgetary management	
F	HR legislation, policy & practice	
G	Time Management	
H	Presentation skills & public speaking	
I	Coach and/or Officials development	
J	IT	
K	Other (please specify and rank accordingly)	

**Technical Competence** – Focuses on process, system and specialist knowledge development aimed at job specific competencies required to ensure effective performance, for example; HR legislative issues, accreditation of coaches, MS Office, financial systems, etc.

If required, please use the area below to further explain your responses or thoughts

## Section 6 – Organisational Design and Structure

With regard to organisational design and structure within your organization, please rank the areas listed in order of importance (1 being of highest importance) and if your organisation currently engages in the particular activity or process.

	Issue	Rank	Current practice	
			Yes	No
A	Mission and values			
B	Strategic/operational planning processes			
C	HR Policies & processes – including Performance Appraisal & Management, Succession Planning, roles & responsibilities			
D	SWOT Analyses – identifying the strengths, weaknesses, opportunities and threats to your organisations sustainability			
E	Regional requirements			
F	Issues related to governance – role of the Board, relationship with operations, issues related to constitution			
G	Other (please specify and rank accordingly)			

If required, please use the area below to further explain your responses or thoughts

**Section 7 – Financial & IT Systems**

**With regard to the financial & IT systems within your organisation, please rank the areas listed in order of importance (1 being of highest importance).**

	<b>Issue</b>	<b>Rank</b>
A	Outdated or inefficient financial reporting systems	
B	Outdated or inefficient IT systems	
C	Lack of internal knowledge or expertise regarding financial systems	
D	Lack of internal knowledge or expertise regarding IT systems	
E	Other (please specify and rank accordingly)	

**Financial and IT Systems** – identification and resolution of issues regarding the systems used within the organization that impact its effectiveness and the subsequent training and development of staff.

If required, please use the area below to further explain your responses or thoughts

### Section 8 - Club Development & Volunteer Management

With regard to club development, structure and volunteer issues within your sport, please rank the areas listed in order of importance (1 being of highest importance).

	Issue	Rank
A	Club/Association structure and policies	
B	Volunteer recruitment, training and retention	
C	Communication/relationship with governing body	
D	State/National legislative requirements or compliance	
E	Other (please specify and rank accordingly)	

If required, please use the area below to further explain your responses or thoughts

### Section 9 – Delivery Methods

With regard to the delivery methods to be utilized in future learning and development programs or topics, please rank the areas listed in order of preference, (1 being most preferred).

	Issue	Preference	
A	Modular type development program, typically workshops of 2-3 hour duration with a specific subject focus		
B	On-Line learning (where applicable)		
C	On-site workshops (at your premises geared specifically to your organisation needs)		
D	Ideally with some degree of state or national accreditation or recognition		
E	In what way would your organisation commit to the learning and development of your staff?	Financially where viable	YES/NO
		Time off (paid) for staff to attend development programs	YES/NO
E	Other (please specify and rank accordingly)		

If required, please use the area below to further explain your responses or thoughts

## **Section 10 – General Comments and feedback**

Please use the space below to capture any additional thoughts and initiatives in relation to learning and development within your organisation that you feel require consideration.

Thank you for completing the survey.  
Please save your responses and send via e-mail to Garry Chandler at [apexhrc@bigpond.com](mailto:apexhrc@bigpond.com) no later than 23/04/10

## **Appendix 2 –**

### State Sporting Association Learning & Workforce Development Survey Project Plan & Timeline

Project Phase	Action	Outcome	Responsible	Status	Due date
<b>Planning Phase –</b> Project scoping and goals/objectives agreed	External Consultant engaged to manage the project	Project Manager in situ	Future Now	Complete	19/02/10
	HRIAG review draft survey	Survey questions & format reviewed with industry input	GC	Complete	26/02/10
	Project scope and outcomes agreed between project owners	Goals and objectives clarified	GC	Complete	26/02/10
	DSR/WASF & Future Now agree final format	Survey questions & format finalised	GC	Complete	19/3/10
	Communications process and format agreed by project owners	Responsibilities clarified	GC/MG/VDP/RT	Complete	19/3/10
<b>Phase 1 –</b> Information Gathering Identify key result areas draft and send survey to SSA's	Communication sent to all SSA's outlining the project and its importance/goals	Initial communication sent	GC/MG	Complete	12/03/10
	Project Launch event	Presentation to invited SSA's outlining the project – WASF AGM	GC/VDP/MG	Complete	23/03/10
	Survey sent to all SSA's electronically	All SSA's receive survey	GC/VDP	Complete	26/03/10
	SSA's complete and return survey	Information received	GC	Complete	23/05/10
	'One-on-one' meetings with SSA's as required	Opportunity to clarify any related issues, advise and guide	GC	Complete	23/05/10
	Reminders sent for outstanding surveys	Ensure highest response rate	GC	Complete	30/05/10
	Survey Data input	Initial data inputted	GC	Complete	7/06/10
<b>Phase 2 –</b> Analyse data and communicate findings	Data analysis	Initial outcomes identified	GC	Complete	14/06/10
	Preliminary report and recommendations drafted	Outcomes communicated to project owners	GC	Complete	13/07/10
	HRIAG review report findings	Identify any outstanding issues & agree follow up actions (further survey or series of workshops)	GC/HRIRP	Complete	27/07/10
	Final Report & Action Plan distributed to project owners	All Project Owners across findings and recommendations, next steps communicated	GC/VDP/MG/RT	Complete	30/07//10
<b>Phase 3 –</b> Project finalization and DSR sign off	Follow up Survey/Workshops conducted with SSA's	Clarify anomalies & desired delivery methods	GC	Complete	14/07/10
	Final recommendations and implementation plan drafted	Report prepared for DSR	GC	Complete	30/07/10
	DSR meetings & review	Communicate final outcomes	GC/VDP	Complete	31/08/10

## **Appendix 3 –**

State Sporting Association Learning & Workforce Development Survey Presentation made to Profile 1 Sports, WASF Members, DSR Staff & Consultant Group



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Department of Sport and Recreation



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Creative and Leisure Industries Training Council

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# State Sporting Association Learning & Workforce Development Project



Government of Western Australia  
Department of Sport and Recreation



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## Introduction

- Developed out of discussions with HRIRP
- Joint initiative between DSR, WASF & FutureNow
- Objectives
  - Identify current & future learning & workforce development needs within the industry
  - Provide information that supports industry decision making, strategy development and investment
- First time such a comprehensive survey has been undertaken

23/06/2010

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## Project Process

- Phase 1 - Information Gathering
  - Learning & Workforce Development Survey
    - Demographic & workforce development information
    - Learning & Development information
- Phase 2 – Data Analysis
- Phase 3 – Report & Recommendations
- Project commences April 1<sup>st</sup>
- Project concludes June 30<sup>th</sup> (likely sooner)

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## Project Key Focus Areas

- 1 - Demographic & workforce development information
  - No. of salaried staff (Metropolitan & Regional)
    - Gender mix
  - No. of casual staff & volunteers
  - Sources & methods of recruitment
  - Attrition rates last 12 & 24 months
    - Reasons for leaving
  - Length of service of current workforce
  - Planned expansion/reduction in staffing in coming 12-24 months
    - Types of role

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## Project Key Focus Areas

### 2 - Learning & Development information

- Leadership Development
  - Board & CEO
  - Strategic focus & support
  - Leadership skills development
- Management Development
  - Leadership skills
  - Core management competencies
  - Operational focus
- Technical Competence/Hard skills
  - Focused on skills & competence development
  - Task, systems & process oriented
  - Role specific

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## Project Key Focus Areas

### 2 - Learning & Development information (cont.)

- Organisational Design & Structure
  - Policies & processes
  - Constitutional issues
  - Structure supports goals
- (Financial & IT) Systems
  - Largely inherited
  - Specialised knowledge, lack of process mapping
  - Can be inefficient
- Club/Volunteer related issues
  - Club structure & policies
  - Volunteer recruitment & retention
  - Relationship with the SSA

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## Project Summary

- Commences Thursday April 1<sup>st</sup>
  - Introductory letter & survey sent to all SSA's
- Identify issues related to current & future workforce development needs within the industry
- Identify learning & development issues
- Information provided will ultimately support decision making, strategy development and investment of stakeholders (DSR, WASF & FN) in coming 3-5 years

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## **Appendix 4 –**

State Sporting Association Learning & Workforce  
Development Survey Correspondence from DSR, WASF  
& FutureNow



Department of  
Sport and Recreation



1 April 2010

State Sporting Association CEO's & Presidents

**STATE SPORTING ASSOCIATION LEARNING & WORKFORCE DEVELOPMENT PROJECT**

It is with great pleasure that we are able to jointly announce an important project that will positively impact and benefit the sports industry in Western Australia.

Apex Human Resources Consultancy, led by CEO Garry Chandler, has been engaged by FutureNow, in conjunction with the Department of Sport and Recreation and the Western Australian Sports Federation, to undertake a major project focusing on the learning and development requirements of the sports industry within Western Australia.

Workforce planning and development is currently attracting a significant amount of effort around Australia as the country begins to recover from the Global Financial Crisis. FutureNow has been tasked with developing industry workforce development plans for the creative and leisure industries in Western Australia with a focus on those occupations which are critical to the ongoing sustainability, productivity and growth of enterprises in its coverage.

During the first stage of this project, a survey will be sent to all State Sporting Associations in order to receive feedback with regard to the learning and workforce development needs within the industry. The survey is comprehensive and it is important that Board Members, CEO's, Line Managers and staff are all involved in the information gathering process to ensure as much qualitative and quantitative data as possible is captured. Once this initial feedback has been received, further dialogue will take place in order to gather more detail, particularly in regard to the manner in which the identified learning and development initiatives are best addressed and delivered.

The involvement of all the State Sporting Associations in completing and returning the survey is paramount to ensure that future investment and the development of workforce development strategies mirror the needs of the industry within Western Australia.

We very much look forward to receiving your feedback and your participation in this important project.

Yours sincerely

Ron Alexander  
Director General  
Department Sport and Recreation

John Welborn  
Chairman  
FutureNow

Mike Allenby  
Chairman  
WA Sports Federation

## **Appendix 5 –**

State Sporting Association Learning & Workforce Development Survey list of (potential) service providers

Business Name	Org. Dev. & Design	Leadership Dev.	Management & Staff Dev.	Board Dev.	360 Profiling	HRM
Apex HRC	Y	Y	Y	Y	Y	Y
Lamplighter Perf. & Consulting	Y	Y	Y	Y	Y	N
Teamworks Development Australia	Y	Y	Y	Y	N	N
Paramount Training & Development	N	Y	Y	N	Y	Y
Merrbrook Corporate Outdoors	N	Y	Y	Y	N	N
Mango Leadership	N	Y	Y	Y	Y	N
Australian Business Training	N	Y	Y	Y	Y	N
Australian Inst. Of Management	Y	Y	Y	Y	Y	Y
The Right Group	Y	Y	Y	Y	Y	N
Wentworth Training	N	Y	Y	Y	Y	N
Dynamic Creation	Y	Y	Y	Y	Y	N
EDN Leadership Development	N	Y	Y	Y	Y	N
Perth Team Building	N	Y	Y	Y	Y	N
Human Potential Consulting	Y	Y	Y	Y	Y	N
Hay Group	Y	Y	Y	Y	Y	Y
Leadership & Management Australia	Y	Y	Y	Y	Y	N
Chamber of Commerce & Industry	N	Y	Y	Y	Y	Y

## **Appendix 6 – Bibliography**

State Sporting Association Learning & Workforce  
Development Survey list of respondents

<b>DSR Sport Profile</b>	<b>Association</b>	<b>DSR Sport Profile</b>	<b>Association</b>
P1	Archery Ass. of WA	P3	Surfing WA
P3	Athletics WA	P3	Tennis West
P1	Australian Karting WA	P2	Tenpin Bowling
P2	Badminton WA	P3	Touch Football WA
P2	Baseball WA	P2	Triathlon WA
P1	Bocce	P3	Volleyball WA
P3	Bowls WA	P1	WA Clay Target Ass
P1	Boxing WA	P4	WA Cricket Ass.
IRB	CAMS WA	P3	WA Cycling
P1	Dragon Boat	P2	WA Diving Ass.
P3	Equestrian Federation WA	P1	WA Eightball Ass
P4	Football West	P1	WA Flying Disc Ass WA Football Commission
P1	Gaelic Athletic Ass WA	P4	WA Ice Skating Ass.
P3	Gymnastics WA	P1	WA Pistol Ass.
P1	Handball	P2	WA Rifle Ass.
P4	Hockey WA	P1	WA Rogaining Ass.
P1	Judo WA	P3	WA Rugby Union WA Smallbore Rifle Ass.
P2	Lacrosse WA	P2	WA Softball Ass WA Speedway Commission
P2	Masters Swimming WA	IRB	WA Squash
P2	Motorcycling WA	P2	WA Swimming
P4	Netball WA	P3	WA Table Tennis
P1	Orienteering WA	P1	Wheelchair Sports Ass
P2	Pony Club WA Rottnest Channel Swim Ass	P2	Women's Golf WA
IRB	Rowing WA	P3	Yachting WA
P3	Royal Lifesaving WA		
P2	Sporting Shooters Ass. WA		
P1	Surf Lifesaving WA		

60% of State Sporting Associations responded to the Survey, 80% of which completed and returned a soft copy of the survey, with 20% using the on-line survey at [futurenow.org.au](http://futurenow.org.au).

## **Appendix 7 – Implementation Plan**

State Sporting Association Learning & Workforce  
Development Survey Action Plan for Implementation

Action Item	2010 Timeframe 2011											
	J	A	S	O	N	D	J	F	M	A	M	
Draft Report Finalised	Apex HRC											
Stakeholder Input (FN/WASF/DSR & HRIAG)		Joint initiative										
Final Report submitted to DSR		Apex HRC										
Project sign off		DSR initiative										
DSR determines feasibility of building in survey/information response requirements to grant acquittal process			DSR initiative									
FN develop a calendar of workshops related to workforce development initiatives			FutureNow initiative									
Education Program commences via e-news & workshops				FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative
Compensation & Remuneration Project commences (project mapping)									FutureNow initiative			
Provider sourced									FutureNow initiative			
Compensation & Benefits Survey 2011 commences										FutureNow initiative		
Ongoing Workforce Development education/initiatives provided by FN to SSA's			FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative	FutureNow initiative
FN develop job search function/information on website			FutureNow initiative									
Calendar of development workshops & networking events developed by DSR (leadership)			DSR initiative									
Calendar of development workshops & networking events developed by DSR (management)			DSR initiative									
Calendar of development workshops & networking events developed by DSR (technical/staff)			DSR initiative									
Calendar of development workshops & networking events developed by DSR (organizational development)			DSR initiative									
Learning & development providers sourced				DSR initiative								
Programs commence				DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative
Board Development Program established			DSR initiative									
BD Program commences				DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative
Club/Volunteer development program established				DSR initiative								
Program of workshops developed					DSR initiative							
Program launched						DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative
Ongoing financial management support to SSA's	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative	DSR initiative
Workforce Development Survey 2011 (project mapping)									FutureNow initiative			
Provider sourced										FutureNow initiative		
Workforce Development Survey 2011 commences												FutureNow initiative

**Legend**

DSR initiative
FutureNow initiative
Joint initiative
Apex HRC