



REGIONAL WORKFORCE PLAN

Kaupapa mō ngā kaimahi ā Rohe

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Introduction

Workforce development

Workforce development covers a range of activities that are focused on building the capability and capacity of people and organisations. Ideally, we will have a workforce that is sustainable, diverse, adaptable, and inclusive. And we will have workplaces with well-designed structures to facilitate responsiveness to the communities they serve, great cultures, good practice workforce management (including provision of learning opportunities), and workforce wellbeing as a priority.

Why workforce development?

We know that having great experiences is a key factor in people continuing to participate in physical activity. Because participants have broad and changing needs, we need a workforce that is customer-focused and able to respond in a way that encourages ongoing participation and enjoyment allowing everyone to gain all the associated benefits. We also need to consider the composition of a future physical activity sector workforce and how best to support its development in the face of changing demand as well as other changes impacting the nature of work.

The nature of an organisation's (and sector) workforce plays a critical role in implementing strategy. At an organisational level it is important that the skills and expertise available can deliver the strategic outcomes being sought. Often, as an organisation's direction changes, so too does the capability required to effect the change. This means that an agile workforce is required supported by strong learning and development programmes alongside other business practices that ensure the requisite skills and expertise are available i.e. shared services, shared roles etc.

In its 2013 report on the Sport and Recreation Sector Workforce to 2026, BERL identified that the sector and its constituent workforce face a challenging future because of:

- The changing nature of demand for sport and recreation services
- Ongoing technological developments
- Ethnicity and age trends
- Funding considerations and possible new funding models.

The BERL Report identified the need for improved cohesion and leadership in our sector to meet the broad and potentially overwhelming workforce challenges it faces, and to deliver on the physical activity needs of New Zealand's changing and growing population.

BERL also identifies that "one component of the workforce challenges facing the sector is the use of volunteers". Community sport and recreation are reliant on volunteers to provide the services that support participation. While the number of volunteers has remained consistent over time, the amount of time that these volunteers can lend to organisations has dwindled considerably in some instances.

A study of general workforce trends in 2020 indicates changes in the way workforces are shaped and in the expectations of workers that must also be considered. Such changes include:

- Expectation of greater emphasis on prioritising employee wellbeing and working within a people-focused culture
- Work flexibility in terms of hours worked and location
- Greater emphasis on having a diverse workforce across all dimensions of diversity
- Ongoing learning and development opportunities increasingly via digital means i.e. online tutorials and videos
- Better access to technology that enables quicker responses and completion of more complex tasks
- Increasing value of creativity and innovative mindsets in some industries
- Changes to the concept of 'career' where multiple jobs and changing sectors are becoming the norm
- Increasing automation of some jobs
- Re-skilling our workforce – in both technical and social skill areas
- Collaborative workforces

Our challenge (and our opportunity) lies in how, given the current trends and expectations, we secure a fit-for-purpose workforce that is able to respond not only to the changing work environment but also to the changing and diverse needs of the people we are trying to bring into our activities while also sustaining a viable and relevant organisation.

What the research and trend information is telling us is that workforces and workplaces are changing and that as a sector we need to adapt and work with these changes to develop a fit-for-purpose and responsive workforce. This will be important if we are to advance the delivery of physical activity across the region.

Focus of our effort

Based on the findings of the BERL report and taking notice of the trends in both the future of work and workplaces and changing workforce requirements the focus of the framework and subsequent implementation plan will be on:

- Leadership development as a key enabler of meeting future workforce challenges
- Planning for volunteers as part of our workforce development approach
- Workplaces and the practices that will enable a fit-for-purpose and effective workforce

Framework

Below is a visual representation of the framework.

OUTCOME	WORK STREAMS	KEY RESULT AREA
A fit-for-purpose, capable, and responsive workforce	Leadership Development	Regional Leadership Development System is realised
	Volunteer planning	Improved volunteer planning and management by the sector
	Enabling workplaces	Tools and support services help to develop improved workplace practices that support workforce development

Leadership Development

Leadership development has been identified by the sector as a means of building a capable workforce. Leadership is no longer viewed as relating to a position or job title but more as a set of behaviours that are relevant in different contexts. Through the development of a national leadership framework five leadership contexts have been identified where people can develop their capability.

- Leading self
- Leading teams
- Leading leaders
- Leading organisations
- Governing organisations

The requirement to develop leaders is never more pressing than when a leader is transitioning from operating mainly in one leadership context to another context.

Volunteer Management and Training

Volunteers will continue to play a critical role in the delivery of physical activity in our communities. Quality planning and management practices will ensure that volunteers have great experiences and continue to contribute over time. Increasing demands on people’s spare time place a strain on their availability and their commitment to volunteer work. The nature and quality of the volunteer experience is also a factor.

High-performing Workplaces

The nature of work and workplaces will be different to what we have been used to. Managing change requires us to consider and adopt new and different ways of operating. Having an insights-led HR strategy or workforce plan is an important first step as is supporting a workplace culture that supports people to be able to perform at their best.

Principles

Underpinning this approach will be a set of key principles that stress the importance of:

- Employee-led decision-making
- A diverse and inclusive workforce
- Insights-led decision making
- Creating a learning culture as a means of developing staff (paid and volunteer)
- Organisational agility to respond to change.

Leadership

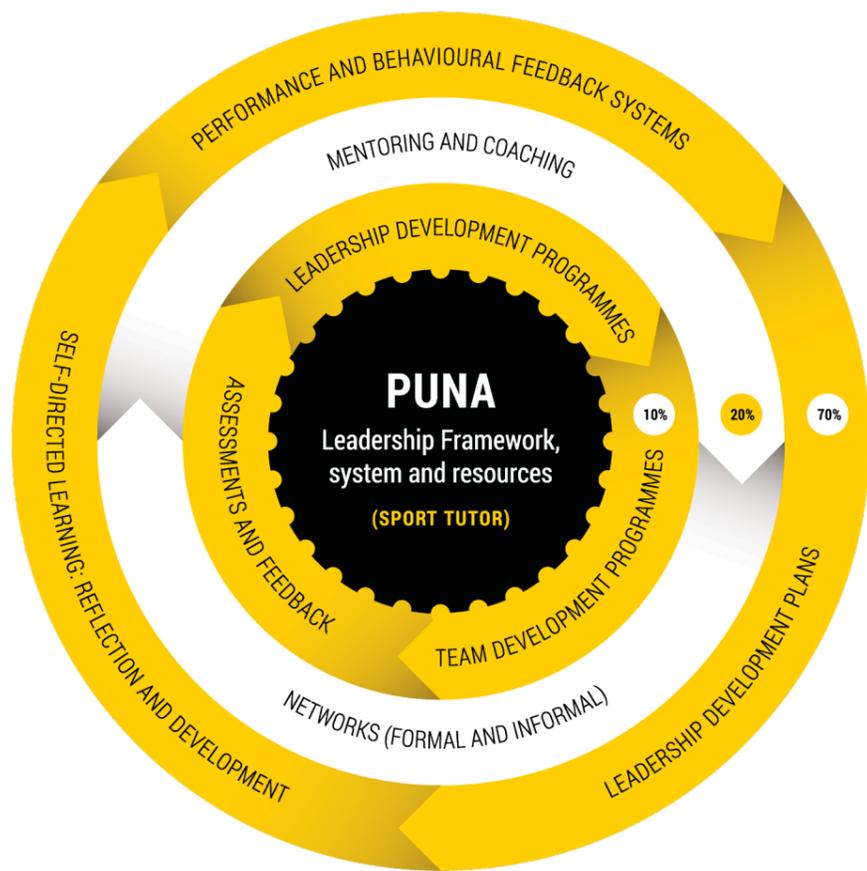
In its March 2013 report, BERL identified the need for improved cohesion and leadership in our sector to meet the broad and potentially overwhelming workforce challenges it faces, and to deliver on the physical activity needs of New Zealand’s changing and growing population.

In response to the BERL report, Sport NZ established the online learning management system, Sport Tutor (as part of its sector workforce plan). Sport Tutor hosts Puna – the Leadership Framework for Sport and Recreation in Aotearoa New Zealand (the Framework), as well as a range of related online resources and courses to support organisations and individuals in their leadership development activities. The Framework was created in consultation with 1,500 people who work and volunteer in a wide variety of roles and settings within our sector (that is, created “by the sector for the sector”). Its maps, guides and reflections describe what effective leadership looks like in the range of leadership contexts that exist in our sector.

The system described in this document is the Wellington Region’s response to the BERL report.

Leadership Development System (LDS) Elements

The LDS is a system of interconnected leadership development opportunities (LDS Core Elements) that align, intertwine, and overlap for the individuals and teams they seek to develop.



Underpinning Philosophy of the Framework and the LDS

- Leadership development in our region is underpinned by the understanding that: Leadership is everyone’s responsibility: leadership in our region is a shared responsibility and is not necessarily tied to a title or a specific role. Therefore, everyone who works and volunteers in sport and recreation (whether in national or regional organisations, or clubs or teams) needs to bring leadership to how they perform their role.
- Leadership development is an ongoing process: effective leadership development is an ongoing process, rather than an event. For this reason, leadership programmes on their own are not enough and must be supported by other systems, structures and processes to embed learning and sustain development.
- Leaders develop other leaders: our region will have more effective leadership capability if leaders assume responsibility for developing other leaders, in both formal learning settings and informal or work-based settings.

Planning for leadership development

Leadership development does not happen by accident. Neither does a culture of leadership development simply emerge on its own. Both activities require conscious and deliberate effort, as well as the appropriate allocation of resources by those individuals and organisations that have the mandate to lead our sector at national and regional levels.

The LDS acknowledges that most leadership development occurs in the workplace, as opposed to on a course, and emphasises the importance of on-going coaching and mentoring, as well as supportive management practices. Consequently, leadership development in our region is underpinned by the understanding that leaders develop other leaders.

The LDS provides a continuous development and support system that begins from the moment a person joins the Sector in our region and continues throughout their time in it. A key focus of this system is accelerating how quickly leaders become effective as they transition to a new leadership context.

Volunteer Planning and Management

Volunteering is work done of one's own free will, unpaid, and for the common good.

Volunteers provide part of the sector workforce and will remain an integral part of the delivery of physical activity, especially sport. They choose to contribute their time and their expertise to your organisation.

People are motivated to volunteer for a variety of reasons. The main reason given for volunteering is giving back and a desire to contribute meaningfully to their community. Volunteering also provides an opportunity for people to connect socially and often to be with their friends. Some volunteers are seeking new skills, and gaining work experience, while others see it as a gateway to employment. Ensuring that the volunteer's motive for contributing is accounted for in the experience they have at your organisation is a critical aspect of retaining your volunteer base.

Over time the number of volunteers working in our sector has remained at about the same level. Currently around one million New Zealanders volunteer, and in doing so contribute to the effective running of a wide range of activities including those connected to physical activity.

However, the nature of volunteering is changing, with volunteers giving less time and looking for shorter, less time-consuming commitments through episodic volunteering or project-based volunteering. Changes occurring in our communities such as an ageing population, greater ethnic and cultural diversity, and changes to work also impact volunteering.

Against this backdrop it becomes more important than ever for organisations that rely on volunteer work to deliver their activities to ensure that volunteers are considered alongside employed staff in their workforce planning. Poor planning and poor volunteer management has led to the undervaluing of volunteers' contribution which in turn leads to high volunteer turnover.

Volunteers leave for similar reasons to employed staff including:

- skills not matching the work they are asked to do
- absence of meaningful work
- being taken for granted
- lack of recognition
- lack of opportunity to learn and develop skills
- poor volunteer experiences because of discrimination and bullying
- poor leadership.

Managing Volunteer Workforce

The first requirement for effectively managing a volunteer workforce is to develop a volunteer plan, preferably integrated into your overall workforce or HR plan, but a specific volunteer plan is also effective. Ahead of any planning it is important to clarify why the organisation needs volunteers and how their work will contribute to the achievement of the organisation's outcomes.

An important part of the planning process involves a focus on identifying and creating the volunteer management system for your organisation. This includes articulating what policies you have or need, how you will manage privacy and other information, whether you will reimburse volunteer expenses therefore what budget considerations you need to make, police checking processes, diversity principles, whether you will use a volunteer manager, and so on.

It is also important to understand that there are wellbeing benefits to the volunteer as well as benefits to your organisation. Volunteering can elicit a range of positive feelings for those who volunteer, and these should be recognised. For example, people who volunteer feel useful and valued, they get a sense of having an opportunity to develop personally, they may feel connected to their community, build their self-confidence. While each volunteer experience will be different, these factors are necessary to consider when planning and managing for volunteers in your organisation. If people commit to your organisation and have a great experience while doing so, they are more likely to want to stay and keep being involved.

Enabling Workplaces

An enabling workplace provides a physical or virtual environment that allows employees to be as effective as possible in supporting business goals and providing value. This requires an organisation to balance investment in people, processes, physical environment, organisational culture, and technology to allow workers to learn, innovate, and lead.

The diagram below outlines some of the characteristics of an enabling workplace and highlights potential areas of focus for workplace development.



HR/Workforce strategy

Considerations include:

- How does our workforce support delivery and achievement of our overall strategic goals?
- How will we organise our workforce to ensure we can deliver the results we want?
- The mechanics of finding, managing, and keeping our workforce e.g. recruitment processes, job sizing

Capability development

Considerations include:

- Analysis of our current workforce i.e. – skills, experience, roles etc
- How do we build capability within our organisation?
- What are the critical learning and development opportunities we need to provide?
- What are our future capability requirements?

Culture development

Considerations include:

- What is the ideal environment for enhancing the efforts of our workforce?
- The importance of aligning the organisation's objectives with employee motivations for working in your organisation
- Identifying the desired behaviours that are consistent with the desired organisational culture.

Managing capacity

Considerations include:

- Understanding the impact of changing demand for your services/products on capacity
- Different models of managing capacity e.g. opting for shared service arrangements or sharing roles with other organisations
- How flexible you want to be in terms of managing your workforce – place and time especially

Appendix 1: HR Strategy Guide

When it comes to workforce planning an important tool for any organisation is a Human Resource (HR) Strategy that aligns to the organisation's overall strategy. The purpose of an HR Strategy is to provide an organisation with a plan to manage its human capital and align it to the organisation's activities. The HR Strategy sets the direction for all the key areas of HR including recruitment, performance appraisals, development, and compensation.

An effective HR strategy enables an organisation to align its HR activities better ensuring they have the right people in the right positions to deliver on the organisation's strategy as well as support potential future growth or change. Effectively managing HR is important to the longevity and success of any organisation. Benefits of implementing and aligning an HR strategy with the organisational strategy include:

- Boost employee satisfaction, performance, and productivity
- Ensure teams are aligned to help the organisation achieve its strategic objectives
- Provide clear direction for recruitment and selection of future human capital
- Provide senior leaders with alignment of HR goals with organisational goals and how HR strategy will assist in achieving this
- Enable future thinking in how human capital can best support the organisation

The Importance of an HR Strategy

By having an HR strategy in place, an organisation will be able to:

- Be prepared for change in human capital requirements
- Be able to adapt quickly to any changes in the workforce market
- Be able to adapt quickly to any changes or advancements in technology
- Better anticipate the need for critical skills or knowledge during growth phases or around specific pieces of work/projects
- Be proactive by improving the skills of the current workforce in order to move into new areas
- Staff who feel supported, know their contribution to the strategy and have a clear development path

An HR Strategy is also about ensuring decent work for all. Decent work is about everyone having the opportunity to work in a role that is productive and provides a fair income. It is about equality of opportunity where people have the freedom to express their concerns and work in a secure workplace.

Areas of HR Strategy

An HR strategy should include the following areas:

Organisational design

The process of aligning the organisational structure with its objectives, its ability to deliver on its strategy with the ultimate aim of improving the efficiency and effectiveness of the organisation. Organisational design identifies positions, skills, expertise, and knowledge required, IT and resource needs, HR and system support. It influences leadership structure, relationship management and managerial responsibility.

Job design

Job design is the process of organising work into tasks or areas of focus required to achieve outcomes of the organisational strategy. Job design looks at role variety, responsibility, autonomy, and task identification. Job design pulls together position descriptions and helps identify:

- Unicorn positions: This is where a job description has been created with unmeetable standards.
- Job size: Part time, full time, casual.
- Job type: Contractor, volunteer, employee
- Technology: What role does technology plays in supporting positions, achievement of strategy
- Alignment: How this role aligns to organisational strategy
- Position description: Outlining the required information of the role, depending on the strategy, the required capability and flexibility of the organisation, these could be task specific or area specific. Using Key Performance Areas as a support mechanism to allow flexibility and movement within the organisation without the need to restructure, getting specific through KPIs.

Recruitment and selection

Strategy around recruitment and selection of new employees or employees moving within the organisation, including:

- Advertising of the role, what to include (areas to think about are skills, knowledge, ability, diversity etc)
- Where to advertise
- Who to target and how?
- Internal promotion or movement of employees
- Applicant review process
- Interview process
- Targeted questioning
- Personality tests or other tools to support the process
- Right fit for organisational culture
- Right fit for the role
- Organisations with a positive reputation in the job market for taking care of its workforce face fewer barriers to effective recruitment.

Diversity Planning

Workplace diversity is about acknowledging differences and adapting work practices to create an inclusive environment in which employee diverse skills, perspectives and backgrounds are recognised and valued.

Diversity is about differences that could come in the form of race, socioeconomic, geographic, and academic/professional backgrounds, people with different opinions, backgrounds (degrees and social experience), religious beliefs, political beliefs, sexual orientations, heritage, and life experience.

Diversity enables new ideas and experiences to be shared and explored, where people can learn from each other. Bringing in different ideas and perspectives leads to better problem-solving. Diverse teams allow for open dialogue and promote creativity.

Training and development

Organisations are affected by a huge range of external and internal factors that together can change the nature of individual roles or place new demands on individual's skill sets. An HR strategy linked to the organisational strategy is better placed to anticipate any such changes and therefore can put in place a targeted training and development plan to help the organisation move quickly and adapt to new circumstances. Effective training and development frameworks that align with the HR Strategy and organisational strategy provide:

- Both vertical and horizontal career progression
- Identify potential career pathways both internally and within relevant sectors
- Identify technical skills required for the role and areas of development
- Organisational training opportunities
- Development options i.e. course, on the job, mentor, secondment

Ensuring a strategic approach to employee training and development will see the following benefits:

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced organisational image, a place one can develop a career in specific area or sector/industry
- Risk management in terms of succession and around specific topics i.e. training in sexual harassment, diversity training etc
- Be able to adapt or respond quickly to ongoing technological developments.

Succession Planning

Succession planning is a process of identifying and developing new leaders or potential employees who can replace those that leave the organisation or succeed into another position themselves. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Succession planning is an important part of the employee development process. It identifies key roles and people with the right skills, knowledge and attitude that can slip into roles that may need filling in a short space of time. It also provides a way to cut the costs of recruitment and manage a decrease in productivity.

Performance Management

A well-designed performance management process helps employees understand how their work contributes to the overall success of the organisation's strategy and goals. This connection makes sure employees know what is expected to keep them focused on the most impactful activities that provide real value to the organisation.

Performance management is the continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organisation. This involves planning on how to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills and abilities of people.

Compensation and Benefits

An effective remuneration and compensation policy to support an HR Strategy aims to attract, retain and motivate employees and senior leaders to be capable of achieving the objectives of the organisation.

An organisations remuneration philosophy should define how its remuneration plan supports the strategic goals and objectives of the organisation. The overall remuneration philosophy creates an environment in which teams are challenged and rewarded to achieve the required sustainable end result.

Employee Engagement

Employee engagement requires an organisation to take a conscious approach resulting in all staff giving their best each day, being committed to the organisation's goals and values, motivated to contribute to organisational success, and having a sense of their own wellbeing.

Employee engagement is linked with the emotional, cognitive, and physical aspects of work and how these factors are integrated. It is a long-term process that is linked to an organisation's values, culture, and leadership philosophy. Employees are required to work in an environment where they display behaviour that the organisation encourages. Organisations therefore have to develop such cultures where employees are not scared to offer upwards feedback and have candid conversations at all levels. Employers should understand their employee's expectations and future plans. There is an importance for job designers to ensure that the meaning and purpose of roles are clearly defined.

So, what can an organisation do to increase employee engagement?

- Trust and integrity: Managers should communicate well and go by their words.
- Nature of the job: Employees should find their job challenging enough to motivate themselves
- Line of sight between employee performance and organisational performance: Employee should have clear understanding as to how they contribute to the organisation's success.
- Career growth opportunities: Employees should have clear career path and growth.
- Pride about the organisation: Employees should feel valued by being associated with the organisation.
- Co-workers / team members: Good relationships with colleagues significantly increase employee engagement level

Drivers that enhance employee engagement:

- A culture of respect where good work is appreciated.
- Feedback, counselling and mentoring is frequently and freely received/accessed.
- Fair reward, recognition, and incentive schemes.
- Effective leadership.
- Clear job expectations.
- Adequate tools and resources to perform role.

There are numerous benefits to employee engagement:

- Increased employee health, safety, and wellbeing
- Happier employees
- Greater employee job satisfaction
- Better home life
- Lower absenteeism
- Higher retention
- Greater employee loyalty

Culture

Organisational culture includes an organisation's expectations, philosophy and values that guide employee behaviour, and is expressed or displayed through interactions with the outside world. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time which all employees are expected to follow. Culture includes an organisation's norms, systems, symbols, language, assumptions, and habits. Summed up it is "the way things are done around here".

Culture tends to emerge and develop over time, shaped by the organisation's leadership and actions, and values that have contributed to prior successes. Over time behavioural norms develop that are consistent

with the organisation's values. Sustaining an organisational culture can be done through artefacts, processes, philosophies and day-to-day behaviours. Whilst an organisational culture should be led from the top, it should also be part of the foundation for bringing on new employees and play a big role in the recruitment and induction process. It should be supported by the organisation's performance management process, internal communications, and staff training and development.

Health, Safety and Wellbeing

All organisations have a legal duty under the Health and Safety at Work Act to ensure employees work in a safe environment as well as be aware of the psychological factors which can have a negative effect on the mental health and wellbeing of workers.

By having a focus on health, safety, and wellbeing this should contribute to an organisation's HR Strategy, culture, and employee engagement and support/contribute to management of absenteeism, replacement of staff, productivity, workplace disruption etc. All parts of an HR strategy are either directly or indirectly linked to the health, safety, and wellbeing of staff.

Future Focus

All HR Strategies should be future focused given the constant evolving world of work we experience including technology, ways of working, and types of work. Whilst an organisation might have a 10-year strategy, the way they deliver on that strategy from a human capital perspective may change over time.

Conclusion

The best approach to an organisation's HR strategy would place it at the centre of understanding an organisation's overall capacity and capability. Having a clear concept of your employees and their different skills can help you see where your organisation has potential for development and growth and help you structure your organisation to take advantage of emerging opportunities. Organisations that have reached this point in their development see HR as a key driver of strategy and integral to their future success, rather than as a simple administrative function that ensures everyone gets paid on time.

Appendix 2: Regional Workforce Summary

Below is a summary from Sport New Zealand, 2015. The Economic Value of Sport and Recreation to the Wellington Region. Wellington: Sport New Zealand that provides some insight into the nature of the active recreation and sport workforce in the region.

Sport and recreation industries provide employment for people in the Wellington region

- More than 4,000 people (4,311) work in sport and recreation industries (based on the 2013 Census).
- Including people working in sport and recreation occupations outside these sport and recreation industries, the total increases to more than 5,500 people (5,748);
- this is 2.4 per cent of all those in employment
- these are supported by 115,000 volunteers.

Sport and recreation industries contribute to the Wellington regional economy

- The sport and recreation sector (narrowly defined) is estimated to have contributed \$388.6 million to regional GDP in 2012/13, or 1.3 per cent.
- Sport and recreation occupations provide income to people in the Wellington region
- Over 3,000 (3,228) people work in sport and recreations occupations.
- The total annual personal income for people in sport and recreation occupations in the Wellington region is estimated to have been \$113.2 million (measured in 2013 values).

Sport and recreation volunteers contribute valuable services to the Wellington region

- Volunteers contributed 8.1 million hours to sport and recreation in 2013/14.
- The estimated market value of these volunteered services is \$122.7 million at 2013 values.

Sport and recreation are an important economic sector in the Wellington region

- The contribution of sport and recreation to GDP (including volunteered services) in 2012/13 is estimated to have been \$591.4 million, or 2.0 per cent.

LivingWell

Wellington Region
Physical Activity
Strategy