

ServiceSkillsSA

ARTS | SPORT | RECREATION | RETAIL | WHOLESALE | PERSONAL SERVICES



Sport and Recreation Industry Workforce Development Scoping Report

November 2008



This report has been prepared by One Eighty Sport and Leisure Solutions for Service Skills SA. The project will enable Service Skills SA (SSSA) to update and expand its understanding of the current workforce situation in the SA Sport and Recreation Industry with the view to using the information to create a project that will most effectively help the sector prepare for impending demographic changes in SA.

Project Manager: Jeff Dry
One Eighty Sport and Leisure Solutions
207 The Parade Norwood SA 5067
PH: 08 8431 6180 M: 0408 254 489
jeff@180sls.com.au www.180sls.com.au

Acknowledgements

The following people are acknowledged and thanked for their contribution to this scoping project:

- The Service Skills SA Board for committing funding from their reserves to allow this scoping project to occur. Service Skills SA base funding is provided through the Department of Further Education, Employment, Science and Technology.
- Graham Oades – for his support and advice throughout the project.
- Shirley Brown – for her assistance with the development of the surveys.
- The Industry representatives who were involved in the consultation phase by agreeing to be interviewed.
- Those individual employees and organisations who took time to make some contribution to this project through completing the on-line surveys.

Contents

1. Executive Summary	4
2. Introduction	7
3. Methodology	8
4. Research	9
4.1 Desktop Research	9
4.2 Industry Interviews	14
4.3 Survey Results Employees	16
4.4 Survey Results Organisations	26
5. Employee Suggestions	44
6. Organisation Suggestions	45
7. Recommendations	47
8. Appendix	49

1. EXECUTIVE SUMMARY

One Eighty Sport and Leisure Solutions was engaged by Service Skills SA to update and expand its understanding of the current workforce situation in the SA Sport and Recreation industry with the view to creating a project that will most effectively help the sector prepare for the impending demographic changes in SA.

The project involved a broad industry consultation process involving gathering information primarily by directly contacting and surveying key businesses, clubs, associations, government departments and training bodies in the SA Sport and Recreation industry.

Further data was gathered through desktop research involving background reading and internet searches for relevant statistical data on workforce development both nationally and specifically for South Australia.

The key findings are based on the data gathered from the research but more significantly from the interviews with targeted key industry personnel and the responses from the on-line surveys. This has allowed the consultant to present this report detailing the views and opinions of the industry representatives on the current status and future developments with the workforce situation in SA.

Whilst the information from the research and survey responses provides valuable data it must be noted that much of the research data relates to national statistics as there is much less state specific data available. The research project conducted by the Office of Recreation and Sport in 2005 presents the most recent update on workforce developments however it is more focussed on state organisations and peak bodies and does not provide information from individual employees.

In order to gather as much relevant information as possible it was decided to survey both employees and employer organisations. A number of key employer organisations were targeted having been identified as significant employers either because of their employee numbers, their profile, or their specific area of employment. The response from these organisations was exceptional with some 44 organisations completing the survey which provided data covering over 1000 employees. The majority of the targeted organisations responded providing a detailed picture of the industry from their perspective. The major disappointment was the lower return from those targeted organisations in the fitness and outdoor industry. Many of the fitness and outdoor organisations are administered by either part-time, casual or volunteer managers who have limited access to the office computer. This minimised the opportunity for potential respondents to access the surveys online.

The same issue occurs with the employees returns when analysing the responses from the various sectors. Clearly the lower than hoped response rate from fitness and outdoor employees was related to them not accessing the survey because of the nature of their work being "out of the office." The 58 employee responses still provided valuable data and enabled an analysis of many of the issues and concerns these employees have about the industry.

Given the number of employees and employers that responded to the survey it is estimated that these results represent a collective of over 1100 industry representatives and employees which is a significant figure and provides sufficient opportunity to hear what the industry is saying as well as being able to identify some potential projects for further consideration. This sample is not totally representative of the breakdown of the industry, but it gives a strong indication of the main issues which is the intention of the scoping project.

The current sport and recreation workforce in SA is generally characterised by the same national trends and issues. From the data gathered in this scoping project it can be generally asserted that the following characteristics hold true:-

- Those who work in the industry do so because they have a passion and love of the industry, the lifestyle, the work environment and flexible working conditions.
- The industry is growing at a significant rate particularly in the fitness and outdoor sectors and there are not enough people being trained to cover the workforce demands.
- Whilst demographic trends in SA indicate an ageing population and therefore an ageing workforce the sport and recreation industry is noted for its younger population demographic.
- There are a significant number of part-time and casual workers employed in the industry with the majority of those being involved in the fitness and outdoor sectors and female.
- The industry is noted for its high turnover of staff which is generally related to the lower than average pay rates, working conditions with the high percentage of out of hours work and no defined long term career opportunities.
- There is little opportunity for up skilling employees with on the job training or external training as the training providers do not cater sufficiently for these situations or do not provide what industry employees or employers need.
- Those who work in the industry are generally well educated and well qualified with specific industry qualifications.
- Volunteers are an integral and essential fabric of the industry and without them the industry would suffer.

A number of recommendations have been developed as possible projects in response to the information gathered both from the research and the survey responses. Clearly from what the industry has highlighted in their responses there are a number of opportunities for Service Skills SA to take a lead on behalf of the Sport and Recreation industry that would result in noticeable improvements in the area of workforce development.

The possible projects are as follows:

1. Career pathway booklet/guide – could include such information as the career opportunities available in the industry, where to attend training to enter the industry, training providers, detailed diagrammatical version of the possible pathways within the industry, Industry contacts. It is envisaged this publication would be made available to every secondary school in a hard copy as well as being available on line.
2. A central register where employers can advertise any vacancies and potential employees can register themselves on an employee's database where they would detail their career aspirations, skills and experience, qualifications and preferred area of employment. Both employers and employees would need to register as members of the database and there could be an annual cost to do so. It could feature a section on specific skills to assist employees such as writing a resume, preparing for an interview, etc and sections for employers on induction processes, strategies to recruit and retain staff etc.

3. Facilitation of annual industry forums to which all key industry personnel would be invited. The purpose of such a forum would be to provide an industry voice for the key industry groups to discuss issues, identify industry trends, address specific issues related to training, workforce development, and skills shortages, and through this forum detail issues that industry needs to approach government about.
4. Facilitate more relevant on the job training opportunities for people currently employed in industry. The project clearly identified that current employees have very limited opportunities to further their qualifications and/or skills because of a lack of suitable and available training opportunities. This training needs to be targeted at all levels of the workforce from CEO/General manager down to new employees only having just entered the workforce but needing mentoring and coaching.
5. Service Skills SA could develop a service to counsel and mentor trainees who have completed their traineeship to assist them find employment in the sport and recreation industry or other industries given the transferrable skills the trainees would have picked up.
6. Service Skills SA could lobby on behalf of the industry in 2 major areas (a) improvement of the wages and working conditions for employees and (b) increased funding for training because there is an issue with the number of training positions being made available each year (through TAFE) yet the anticipated growth of the industry particularly in fitness will see a huge shortage of qualified staff being trained.

2. INTRODUCTION

Service Skills SA is one of 9 Industry Skills Boards in SA and has coverage of the Sport and Recreation Industry (as well as Retail, Wholesale, Personal Services and the Arts).

SA Industry Skills Boards are not for profit Associations who receive funding from the SA Government through the Department of Further Education, Employment, Science and Technology (DFEEST). The Industry Skills Boards facilitate improved workforce development with a focus on vocational training.

Service Skills SA was keen to update and expand its understanding of the current workforce situation in the SA Sport and Recreation industry with the view to creating a project that will most effectively help the sector prepare for the impending demographic changes in SA.

One Eighty Sport and Leisure Solutions was engaged to conduct this project.

Project overview:

The project involved a broad consultation process utilising the limited funds to maximum advantage by gathering information primarily by directly contacting and surveying key businesses, clubs, associations, government departments and training bodies in the SA Sport and Recreation industry.

Further data was gathered through extensive research involving background reading and internet searches for relevant statistical data on workforce development both nationally and specifically for South Australia

The information gathered included data on the following:

- The scale of the industry sector based on employment (paid, unpaid, full-time, part-time, casual and volunteer) and turnover
- The profile of those working in the sector by age, qualifications, gender and future expectations
- The type and availability of training provision for employment available at all levels
- The predicted areas of growth and decline in participation and employment
- Likely skill shortages in the future
- Areas experiencing attraction, recruitment and retention issues
- Information on possible career pathways and career transference within the industry
- Key issues facing the industry and its workforce

The outcome of the project was to identify from the consultation data and feedback some possible workforce development projects.

3. METHODOLOGY

A broad scoping process was conducted involving (1) research (2) consultation with key industry personnel and agencies through interviews and surveys (3) key findings from consultation process and (4) a report with final recommendations to the Sport and Recreation Sub Committee.

A broad cross section of the industry was involved in the consultation and information gathering process. The project brief called for consultation with key businesses, clubs, associations, government departments and training bodies in the SA Sport and Recreation industry.

Interviews were conducted with the following key industry bodies:

- TAFE SA – Centre for Recreation, Sport and Tourism
- Sport SA
- Recreation SA
- Office for Recreation and Sport
- DFEST Workforce Development Directorate
- Service Skills SA
- Wilderness Escape/Venture Corporate Recharge

The main method used to gather data was through two on-line surveys developed using the Survey Monkey tool. (Appendix A) The survey links were sent to key industry employer organisations and targeted industry employees through the following mediums:

- Recreation SA forwarded the link to their members via email distribution
- Sport SA forwarded the link to members through their Cybersport newsletter
- Office for Recreation and Sport forwarded the link to all their internal staff and every local council
- One Eighty Sport and Leisure Solutions forwarded the link to their sport and recreation email contact distribution list

A covering letter detailing the aim and purpose of the project was attached to the survey and those who received the survey were given until the end of June 2008 to return the completed survey.

Further data was gathered through a research phase involving background reading and internet searches for relevant statistical data on workforce development both nationally and specifically for South Australia.

A report was prepared with recommendations detailing possible workforce development projects that could be considered by the Sport and Recreation Industry subcommittee in an effort to identify the most efficient solutions to workforce development issues in the sport and recreation sector.

4. RESEARCH

4.1 Desktop Research

Office for Recreation and Sport (ORS) data¹

In 2005 the ORS conducted a survey to develop a State Recreation and Sport Organisations Governance and Management profile. The key findings as they relate to workforce development area as follows:

- Of the 76 peak bodies surveyed 44 employ full time staff, 57 employ permanent staff (including full and part time) and 63 employ paid staff (including full, part time and casual).
- They employ over 2900 staff with over 85% of those being employed by the large state sporting associations which includes bodies such as Basketball SA, Football Federation of SA, SA National Football League (SANFL), Netball SA and SA Cricket Association (SACA).
- Of the total staff numbers almost 89% are employed on either a casual or part time basis and there is a high reliance on employment of casual staff (63%) across the organisations which may reflect the seasonal nature of the activities these organisations are involved with as well as the uncertain income streams available to these organisations.
- The majority of those employed are located in metropolitan Adelaide and given almost 19% of the population reside in regional areas there is a significant imbalance in the employment resources allocated to directly service this population group.
- Volunteers are an integral and necessary fabric of the sport and recreation industry. They constitute a significant number of people involved in the conduct of sport and recreation organisations.
- The survey records there are almost 10,000 qualified coaches, over 11,700 volunteer officials (umpire, referee, judge etc.) and 30,000 other volunteers including committee members, instructors, trainers and medical support persons.
- These figures vary significantly with ABS data collected from the general population when asked about their personal volunteering activities showing estimates as high as 117,400 volunteers in the sporting sector.²
- There is a clear gender bias with the volunteer numbers. Of the numbers of volunteers estimated as sports coaches 73% are male and 27% female, officials were 62% male and 38% female and "other volunteers (committee members etc.) 71% were male and 29% female.

The ORS survey did not seek information on the gender breakdown of the staff numbers.

¹ (State Recreation and Sport Organisations Governance and Management Profile 2005

² Australia's Sports Volunteers, 2000 A report prepared for SCORS and SRG, ABS 2003

Industry profile – 2005 Cultural and Recreational Services³

In 2001 the Sport and Recreation subdivision of the Cultural and Recreational Services industry sector accounted for 6937 persons or just over half (52.4%) of the industry's employment..⁴

An alternative and more recent source the ABS Labour Force Survey 2006⁵ shows that 7700 persons were employed in Sport and Recreation.

Further evidence indicates that the Cultural and Recreational Services industry workforce is characterised by the following:

- Even split by gender – 50.3% male and 49.7% female
- Relatively part-time with 56.3% of the workforce only in full-time employment
- Relatively qualified with 58.3% having a non-school qualification
- Highly casualised with 43.8% working on a casual basis.

Given approximately half of the sector is employed in Sport and Recreation we can make an assumption that these figures above accurately reflect the statistics associated with the Sport and recreation workforce.

Employment Outlook for Cultural and Recreational Services – October 2007⁶

Whilst the following data gathered from ABS statistics is from a national perspective it still highlights relevant information and trends for the sport and recreation industry in SA.

Looking ahead in the next few years to 2012 it is anticipated that employment growth is projected for Cultural and Recreational Services with the largest gains being in the Sport and Recreation area.

The largest share of employment in the Cultural and Recreational Services industry is for workers aged 25 – 34 years and the age profile of these works is younger on average with a median age of 35 years compared with 39 years for all other industries. Sport and Recreation has the lowest median age of 32 years which is primarily due to the nature of the work involved in the sector.

The Sport and Recreation sector works on average 42.4 hours per week which is slightly higher than most other industry sectors of 41.8 hours per week.

The median weekly earnings for Cultural and Recreational Services are slightly below the average all industries earnings (\$846 compared with \$900) with the Sport sector being one of the lowest sector earners on \$700 per week and other recreation services even lower on \$692 per week.

³ Industry profile 2005 series Cultural and Recreational services Workforce Information Services

⁴ ABS Census of Population and Housing 2001

⁵ ABS (2006) Labour Force Australia

⁶ Skillsinfo.gov.au

In relation to the main employing occupations in February 2007 the largest employing Sport and Recreation occupations in the Cultural and Recreational industry were fitness instructors, followed by sportspersons and coaches.

ABS data

Sports and Physical Recreation Services, Australia 2004-05 (8686.0)

Again these figures are from a national perspective.

Comparison of the workforce data from 2000-01 and 2004-05.

There was a growth in the employing businesses/organisations that provided sports and physical recreation services.

Employment increased by 3.1% from the 2000-01 total of 98,267 to a total of 111,201 persons in 2004-05.

SA accounts for 6.9% of the total national sports and physical recreation venues (e.g. health and fitness centres and gymnasiums operating as businesses/organisations) and these venues employ 4.9% of the total national workforce.

SA accounts for 7.8% of the total national workforce employed to administer, conduct and support sport and physical recreation programs and activities (excludes health and fitness centres and gyms).

Employment and Involvement in Sports and Physical Activities – Year Book Australia, 2006 (1301.0)

The 2001 Census found 83,008 people had their main job in a sport and physical recreation occupation and this was a 21.6% increase from 1996.

Of those employed in these occupations fitness instructors were the most prominent followed by greenkeepers.

More males than females were employed in these occupations.

Employment in Sport and Recreation, Australia August 2006 (4148.0)

In the national 2006 Census 75,155 persons were employed in sport and physical recreation occupations which is an increase of 21.6% compared to the 2001 Census.

The largest employment category was 13,800 fitness instructors.

Of the total numbers employed in sport and recreation occupations there were more males 59.1% than females 40.9%.

The 20-24 year age group had the largest number of persons (17.4%) employed in these occupations.

Just over half (51.3%) of those employed in these occupations worked part-time (less than 34 hours per week).

The highest majority of those working part-time included occupations such as sport umpires, swimming coaches/instructors.

Approximately half (52.1%) of those persons employed in sport and recreation occupations received a gross weekly income between \$250 and \$799 and another one-quarter of persons received even less than this.

Sports and Physical recreation: A Statistical Overview, Australia, 2008 (4156.0)

There were 83,008 persons whose main job was in a sports and physical recreation occupation at the time of 2001 census which was 21.6% higher than in 1996.

The profile for the sport and recreation worker still remains more likely to be working part-time and getting a lower income than the general working population.

At the end of June 2005 of the 11519 persons employed in the sector 46,552 were working for not-for profit organisations and 11051 for government organisations with the remainder working for businesses aiming to make a profit.

In 2002 Volunteers accounted for over 1.8 million persons over the age of 18 years and more males(15.1%) were involved than females(9.2%).

The sport volunteer rate for employed persons was 15.4% which was more than double the rates for unemployed persons (6.5%).

The majority of sports and physical recreation occupation groups showed some increase in employment between 1996 and 2001 according to Census figures. The largest increases in percentage terms were recorded in Outdoor Adventure leaders (560.2%) and fitness instructors (61.2%). Fitness instructors also showed the largest growth in terms of number of persons employed.

SPORTS PEOPLE 2008

Excerpts from a Sportspeople Library article 2008

...there is an urgent need to develop strategies which ensure a reliable supply of trained professionals and strategies to attract and retain staff. The predominantly casual nature of jobs in the Australian Health and fitness sector has created an itinerant workforce, with a relatively low number of permanent roles and a narrow career path for those seeking or engaged in full-time work.

The low number of career opportunities in the health and fitness sector should be of concern to employers, training organisations, Fitness Australia and job seekers alike.

There is unprecedented consumer however across Australia it is already evident that the pool of available and skilled candidates does not meet the current needs, let alone the needs of the future.

Recent economic figures show that the number of vacancies in the health and fitness sector is at an all-time high.

The prevalence of part-time employment is a feature of the health and fitness sector. 67% of men and 49% of women in Australia, who were employed part-time, reported that they would prefer to work full-time.

Better Skills. Better Work. Better State: A Strategy for the Development of South Australia's Workforce to 2010

A strategy that draws together the policies and practices that contribute to creating an efficient, highly skilled workforce.

The most critical facing the SA economy is skill shortages in the coming years. It is essential to build better partnerships between industry and the education and training sectors.

Current situation in 2008 sees SA with low unemployment, the oldest population in Australia and our average age is rising quicker than any other state or territory. This could lead to future labour shortages.

It is predicted that in 10-20 years time one third of the workforce will be ready to retire in the next 10 years. The size of the working age population will continue to grow until 2011.

The retiring baby boomers will have skills that cannot afford to be lost.

The challenge may be to have enough workers to meet the needs of industry.

State government needs to have a plan to find enough skilled workers. Employers will need to invest in high order skills and formal qualifications. There will need to be a continuing focus on increasing the rate of employment growth and reducing the unemployment rate.

Australian Jobs 2007

South Australian Labour Markets

SA has approximately 16300 persons employed in the Cultural and Recreational Services industry which accounts for 2.2% of the SA working population.

Female employees represent 46% of the SA workforce they comprise 72% of all part-time employment in the state. Female numbers of employees in the industry have grown 120% over the past 20 years and this is most likely in line with the growth of the fitness sector and the numbers of part-time female instructors.

The SA workforce has an older age profile than other states with 39% aged 45 years or older.

One in 5 workers have a university or higher qualification and approximately 45% do not hold post school qualifications.

Approximately 31% of the SA workforce work part-time which is slightly higher than the national average of 28%.

4.2 Industry Interviews

DFEEST Workforce Development Directorate – Helen Bowen

Workforce development is defined as

- (a) enabling the workforce to develop necessary skill to become employed
- (b) enabling employers to develop quality opportunities/experiences for their employees
- SA has the oldest population in all states and there is going to be a marked decrease in the number of people entering the workforce. By 2016 it is estimated that only 12500 new employees will enter the workforce compared to the current figure of 125000 in 2008
- Employers will be faced with significant shortages of available skills and so will need to focus more on managing, retaining and attracting employees into the workforce

Sport SA – Jan Sutherland

- Need to develop better VET pathways in school system.
- Traineeships offer an excellent career option for young people.
- Needs to be a greater focus by training bodies on developing RPL processes to suit people wanting to enter the industry later in life yet do not have the relevant qualification to match their new career choice.
- Issues with lack of available training courses for CEO/General managers of sporting organisations.

Rosemary Sage Recreation SA

Fitness statistics

- SA has over 1500 registered fitness professionals but it is a career with significantly high turnover rates.
- The profile of fitness professionals is that 90% are casual.
- In 2007 1200 people were trained in fitness courses but only 600 registered as fitness professionals meaning another 600 either did not register or are not involved in the fitness industry.
- The fitness industry cannot get enough Group Fitness leaders to keep up with the demand.
- Generally employment only offers mainly casual, part-time contracts, without much likelihood of a long term career. Most positions are underpaid but there is the opportunity to generate extra income in additional casual work.
- The fitness industry suits female workers who cannot commit to a full-time job.
- The pay rates are generally poor.

Issues in the fitness industry are as follows:

- Little opportunity for professional or personal development whilst doing the job
- Need extra qualifications to help gain extra/new skills
- Need more training so many centres are now conducting their own on-job training to satisfy current needs
- Skill sets are lacking in specific areas (policy, leadership, asset management)
- What training is available is not tailored to the industry

Andrew Govan – Wilderness Escape - Outdoor recreation provider

- There is high dropout rate and turnover of staff in the sector.
- More expectations on employees now when compared to 5 years ago.
- Not enough training available for people already employed in the field.
- Current industry training needs to be more focussed on what industry wants.
- Need to be able to train employees on the job as they are currently not being trained with enough knowledge or skill sets.
- Pay rates are generally too low and do not help secure long term commitment to remain in the career.

Peter Vandeppeer – TAFE SA Centre for Recreation, Sport and Tourism

- Significant number of students (98.7%) either gain employment or continue in full-time study.
- Better employment outcomes in Fitness and Outdoor Recreation than in Community Recreation.
- The growth in Outdoor employment opportunities is occurring both in Australia and internationally.
- The industry has grown in the past 20 years but there is still a huge turnover of employees.
- There has been a significant growth of boutique fitness centres in past 5 years and these have now replaced the traditional community fitness programs in place of commercial fitness opportunities.

Issues are as follows:

- Lack of funding
- Need a career pathways brochure
- More work needs to be done in schools to promote training courses

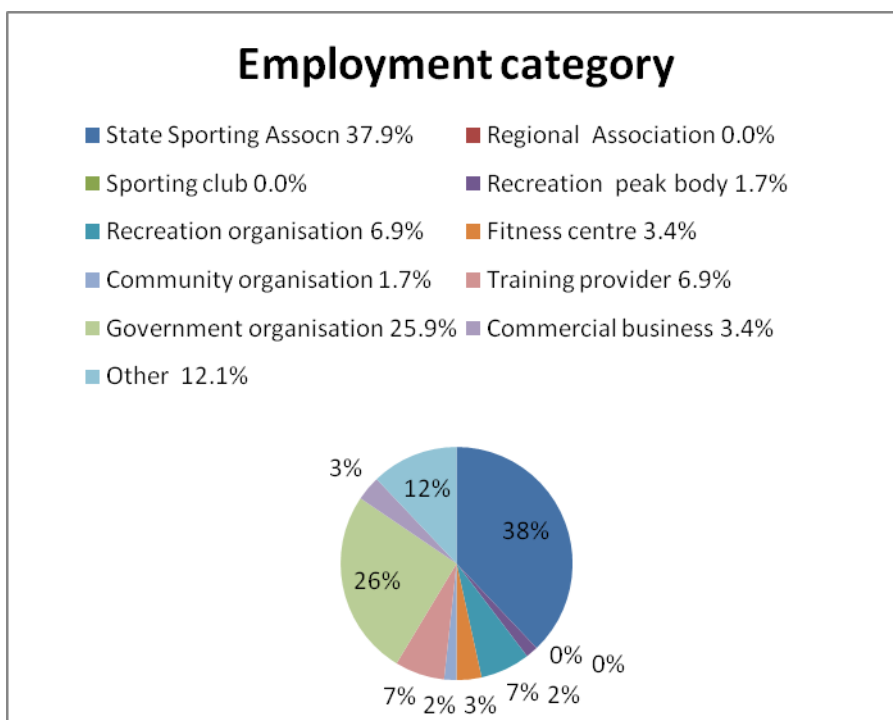
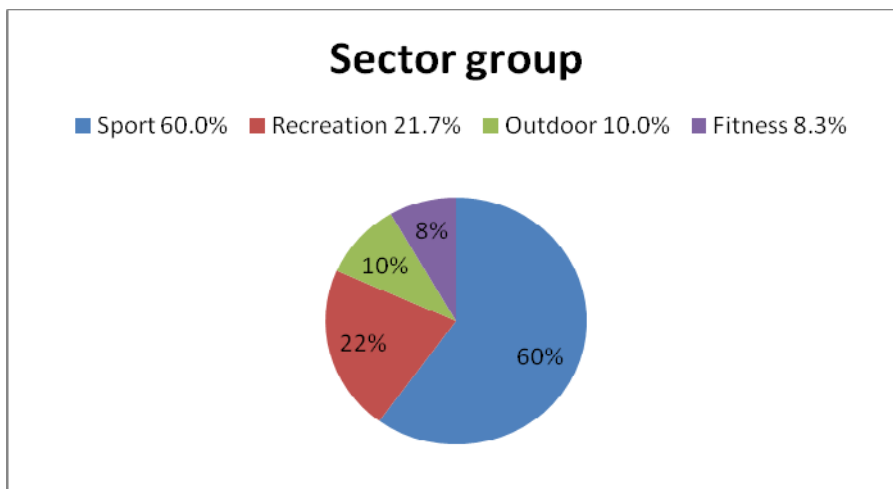
4.3 Survey Results Employees

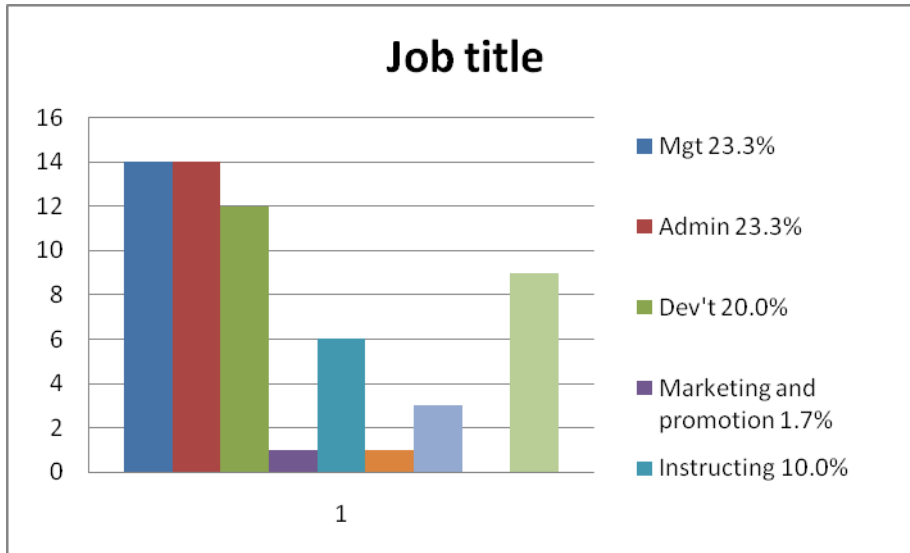
Sport and Recreation Workforce Development Survey for Employees

(Whilst over 70 responses were received 58 employees completed the survey with valid responses)

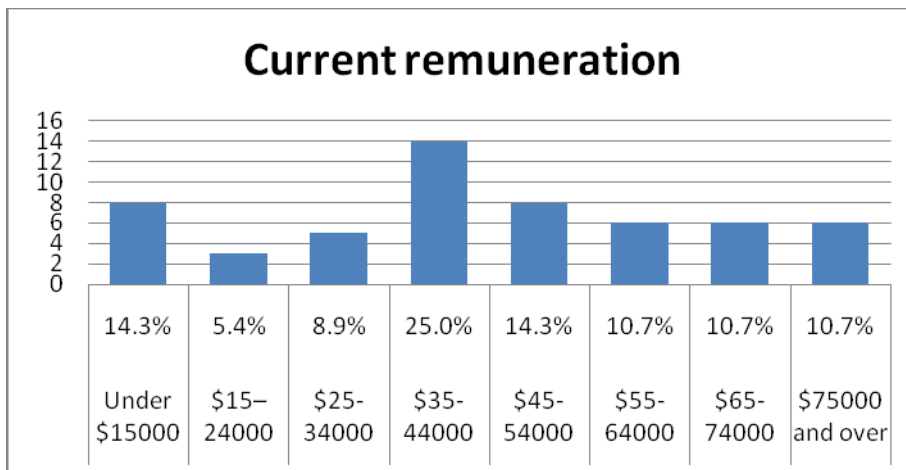
Demographic data

The majority of responses came from people between the ages of 15 - 44 working in the Sport sector in areas of Management, Administration or Development either with a State Sporting organisation or as a government employee. The low response from the Fitness sector was disappointing as this is where a significant number of the workforce are employed and where most issues seem to occur in relation to poor pay rates, high turnover of staff and less opportunity for full-time work.

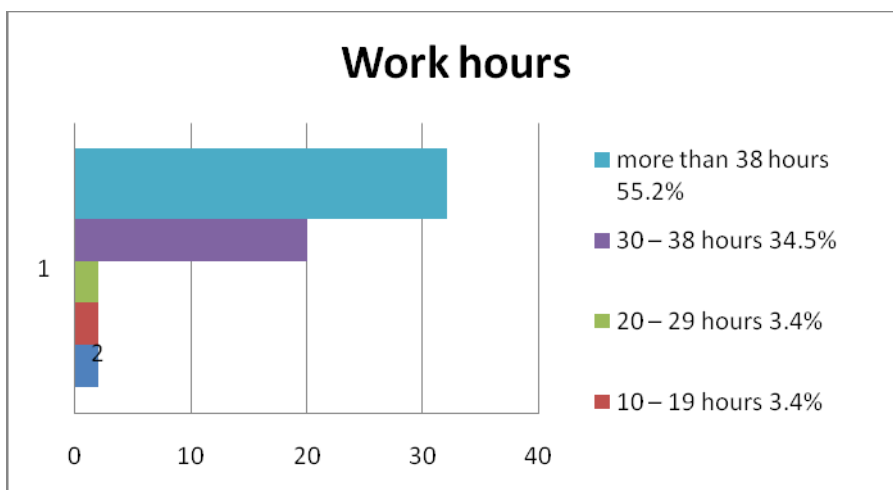




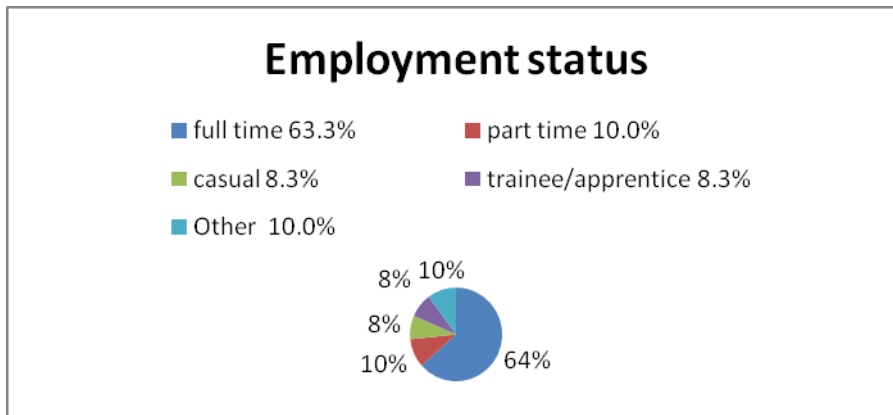
Almost 55% of employees earn less than \$44000 per year but this figure is impacted by a number of trainees who completed the survey. The most common wage bracket was \$35-44000 with 25% in this category.



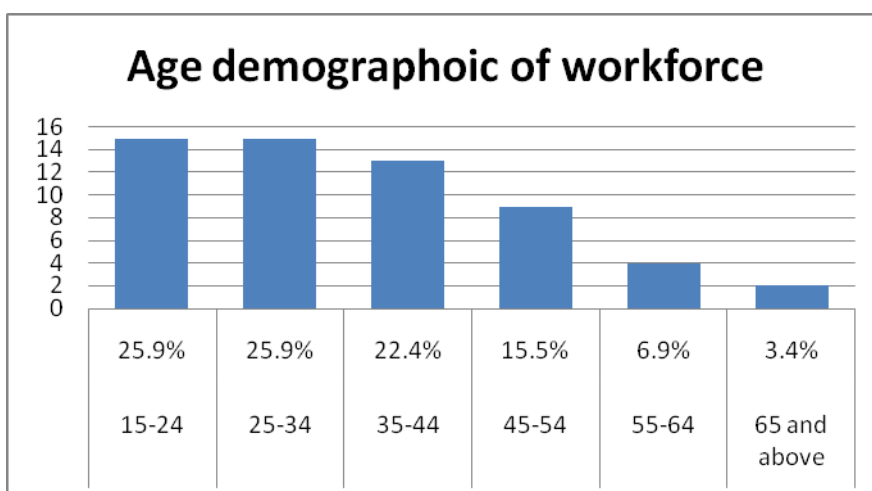
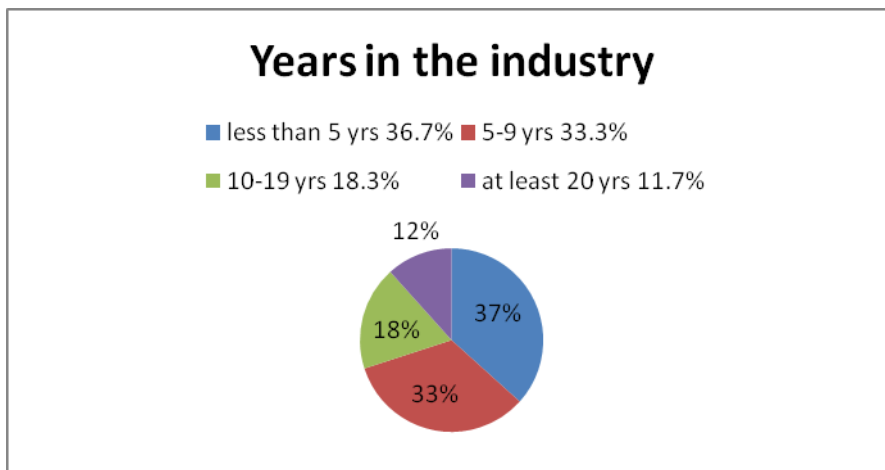
Over 90% of the employees work more than 30 hours per week with over half of those surveyed indicating they work more than the traditional working week of 38 hours. This highlights the view that employees in the industry work much longer hours than is normally required.



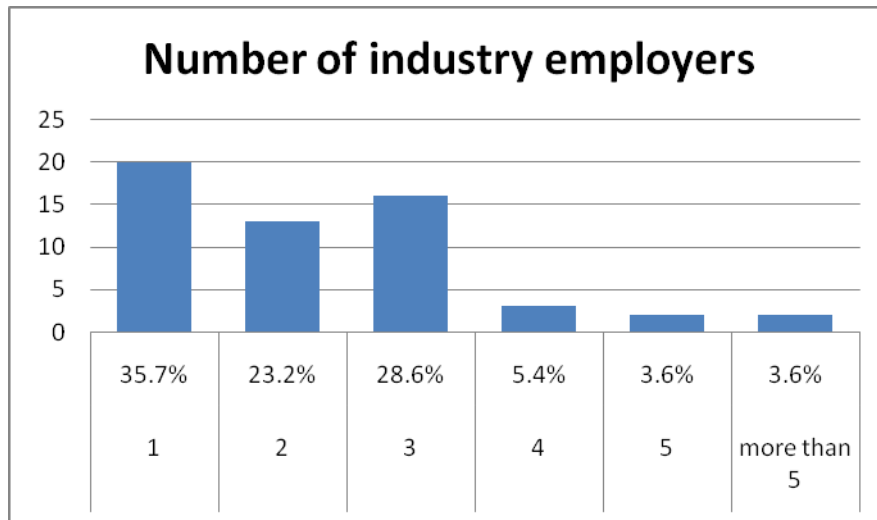
Whilst the survey indicated the majority of respondents work full-time this is in contrast to the research data which highlights the industry workforce is mainly part-time and casual. The fitness sector accounts for many of these employees and as so few fitness employees completed the survey these results are not a true reflection of the industry.



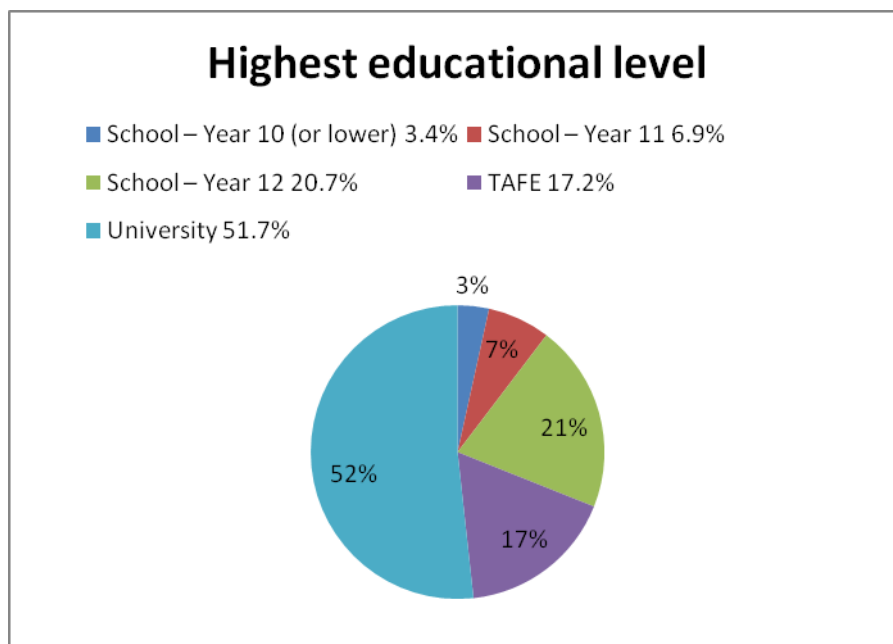
The lack of longevity of working in the industry is highlighted by the low percentage of the workforce (11.7%) that has worked for over 20 years. This is further supported with the data that only 6.9% of respondents were aged over 55 years.



The survey indicates a significant turnover with employees as 40% have had more than 3 employers in their career.

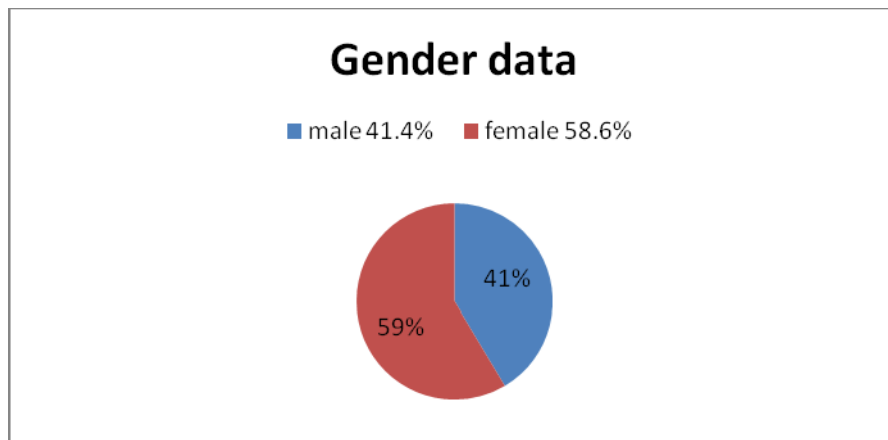


The employees generally are well educated with the majority having completed Yr 12 and above and 52% having attended University. They are also a well qualified cohort with over 83% having a specific industry qualification and 54% receiving a qualification from another industry.



There is still strong support from many respondents to seek further qualifications to enhance their career options. These qualifications were both industry specific such as Outdoor Recreation and Sports coaching qualifications from Certificate through to Degree courses as well as other studies in areas such as Business management, Training and Assessment, Finance and First Aid.

The survey indicates there are more females than males working in the industry.



Career Interest and conditions in the industry

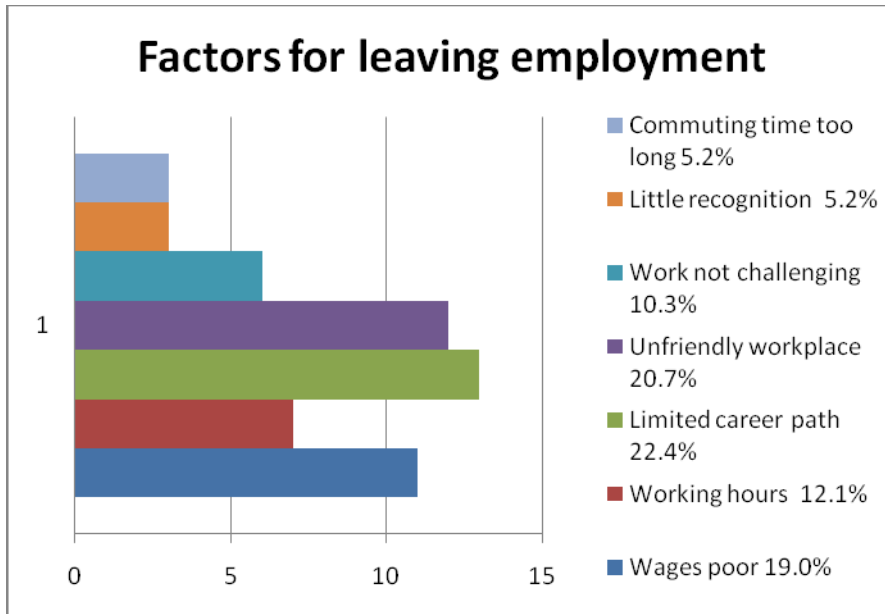
The most attractive reasons for seeking a career in the industry were the opportunity to fulfil a passion and love of sport and recreation and in specific cases to work in the outdoors. Clearly people saw the opportunity to work in a field where they had a personal interest and passion with career opportunities that provided flexible conditions and working environments.

Another major reason was the opportunity to make a difference to others through helping people become fitter, healthier and more active.

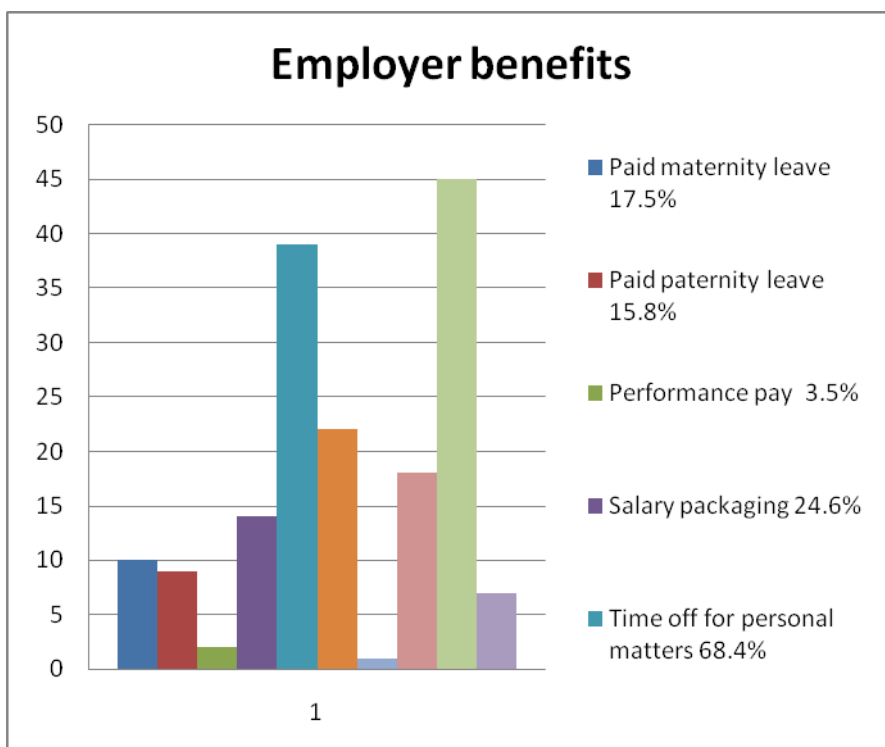
There are a number of clear indicators on why employees enjoy working in the industry. They are the people involved, the opportunity to make a difference to people's health, lifestyle choices and activities, the chance to work in an area of passion and interest, the working environment (e.g. outdoors, elite sport), and the variety of opportunities and experiences.

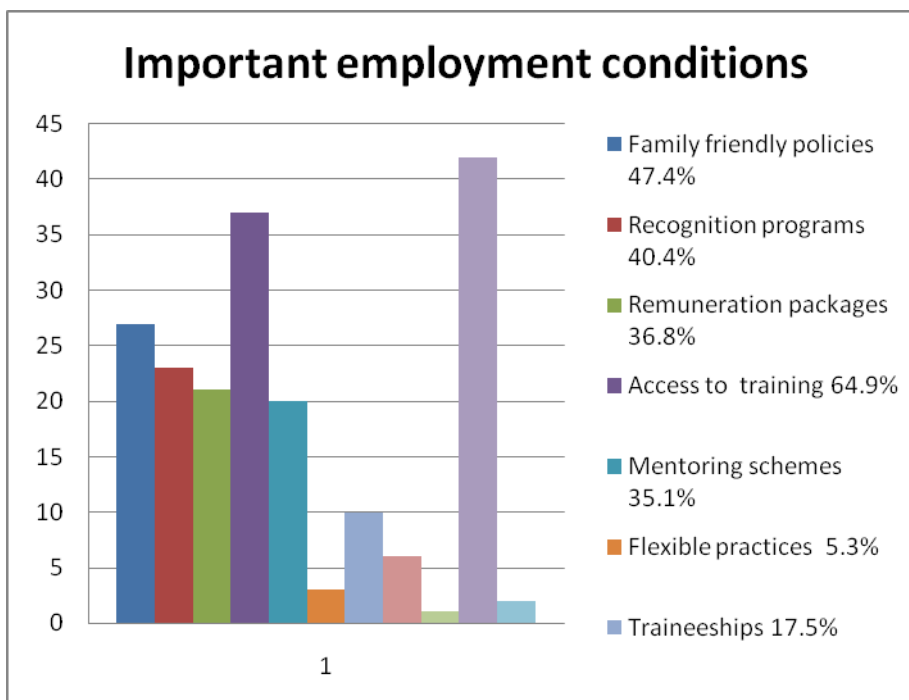
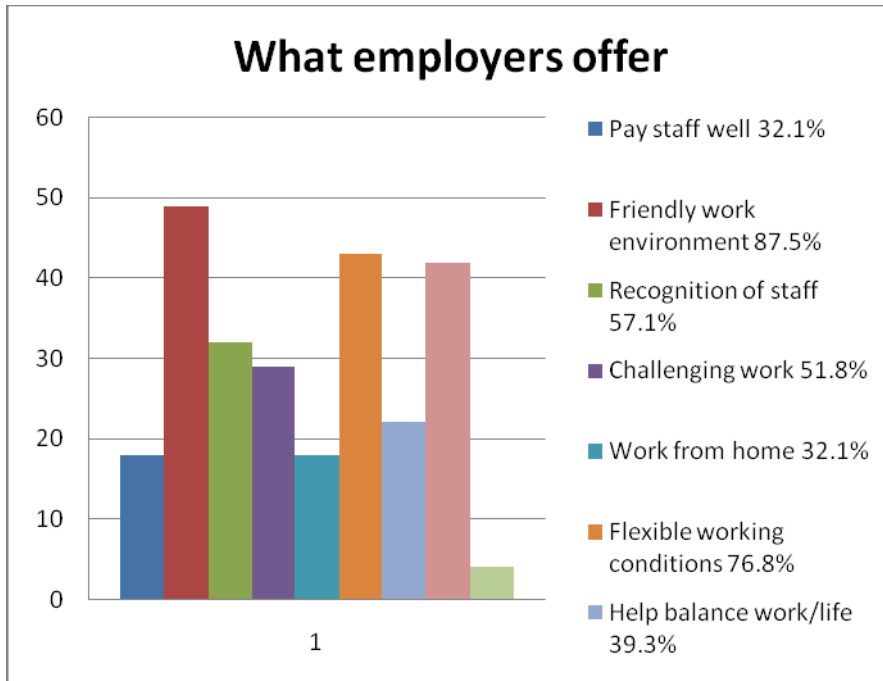
In contrast there are some clear indicators of what employees dislike about working in the industry. The two most significant factors are the poor remuneration rates and the very long hours and time commitment required to perform the job. Other factors which contribute to some dissatisfaction are the limited opportunity for career advancement, the lack of support from government in policy and funding and the politics and bureaucracy associated with the industry decision makers.

These same factors feature when respondents highlight what would most influence them to leave their current place of employment. Over 74% indicated that poor wages, unsuitable working hours, limited career path and an unfriendly workplace would give them the most reason to leave.



The two most significant entitlements/benefits employers are providing to their employees are time off for personal matters (69%) and support for education and training (79%). Given the very long hours many of the jobs involve having time off for personal matters is a positive way of compensating for the times when employees are not able to commit to such matters. The opportunity to receive education and training is also appreciated as this too can be a difficult process given the time commitment these jobs often require. A disturbing figure is that almost 13% of employees indicate no benefits are offered by their employer which does not make for a fulfilling work environment.





Many respondents highlighted how enjoyable the work is because of the people involved, the type of work, the chance to work in an area of passion and interest but clearly from the survey results the most important factors that employees appreciate are the friendly work environment, being recognised for work done, the opportunity to learn new skills through education and training, the challenges of the job and the very flexible working conditions associated with their employment. This would support why overall the employees are generally happy with the workplace

The survey indicates that employers need to focus on ensuring flexible working hours, training and education, family friendly policies and practices, suitable reward and remuneration schemes and the opportunity to learn from others (coaching/mentoring) as these are the important issues for employees.

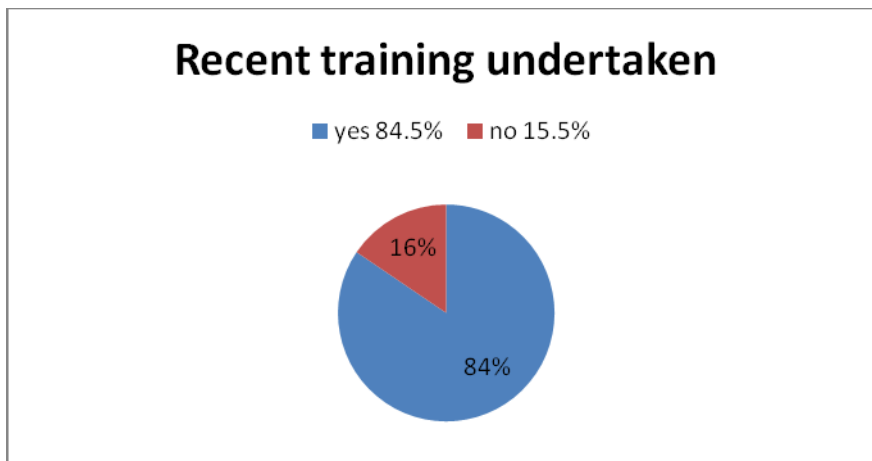
When looking at what prior employment these current employees have had it is evident that the majority have come from within similar jobs in the industry or other related careers including PE teaching, elite sports person, volunteer sports administrator, event management. There is very little evidence of the industry attracting employees from other industries.

When asked what factors create employment barriers respondents indicated such things as the working conditions, time away from the family and travel issues (distance from work, access to public transport, no company car) as most significant.

Industry training

Training within the industry is a key aspect in building a better workforce. The survey explored a number of issues related to training.

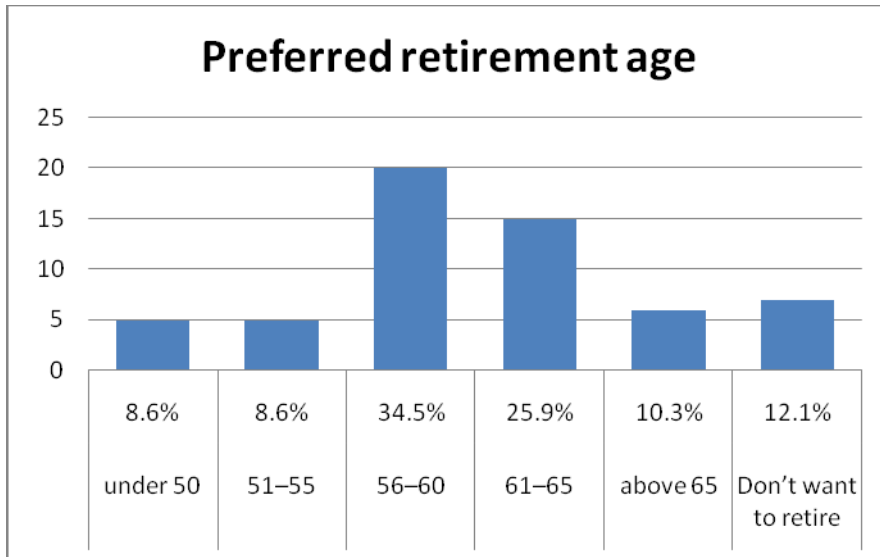
Employees and employers both obviously recognise the importance and relevance of training as over 85% of employees have undertaken some form of training in the past 2 years and 75% of this training was paid for by the employer and 74% of the training was provided during work hours.



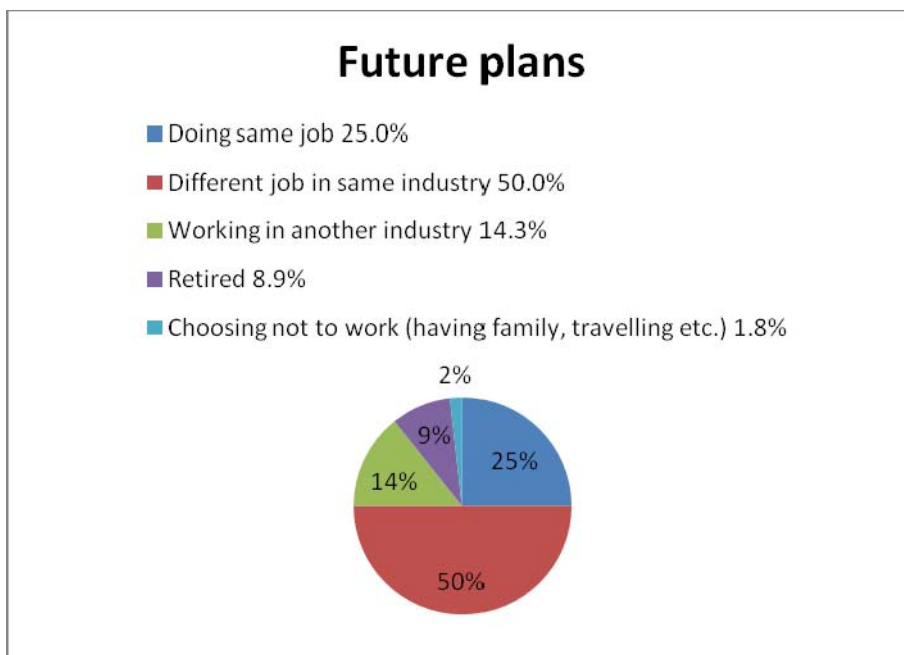
Over 65% of the respondents still see a need to do more training to improve their skills for working in the industry. A range of training needs were identified with there be no significant area that needs addressing. The most pleasing aspect was 73% of employees were prepared to contribute to the cost of this training.

What of the future?

When respondents were asked about future workforce plans, almost 70% were happy to work until over the age of 56 and for some 12.1% retirement was not an option. This highlights the enjoyment factor many employees get from working in this industry and their desire to work as long as possible even despite the long hours and low wages compared with other industries. The clear message however is that more flexible working arrangements would be necessary at this stage of the working life.



Support for the satisfaction aspects of careers in the industry are evident when employees were asked where they would be career wise in 5 years time and the majority (75%) indicated a desire to remain in their current job or to be doing a different job but in the same industry.



Respondents were asked to identify the skills required to enable them to achieve job success. The most desired skills were communication, working with people, planning, organisation and administration, and more industry knowledge. Over a third of those who responded indicated Communication as their priority highlighting the success of the industry involves relating to and working with people.

The survey asked respondents how they had found about career opportunities within the industry. A number of responses were given including from newspaper adverts, private internet research, through networks from involvement with sport, work experience/industry placement at school, TAFE or University but there was no clear

indication of any major strategy that had been put in place. A number of respondents indicated they found the opportunity more from luck than anything else. This area needs addressing.

In an attempt to do so respondents were asked to identify possible solutions to creating better promotion and marketing of career opportunities within the industry. Again an excellent range of suggestions was presented including use of industry body websites and email contacts, newspaper adverts, visit and expos at/to secondary schools and TAFE colleges, industry placements for TAFE/Uni students studying in the field, and developing specific promotional material for schools and clubs.

Key Actions for Service Skills SA

The final survey question asked respondents to identify key actions Service Skills SA might consider in addressing workforce development issues.

Suggested actions included:

- Lobby government for additional funding for the industry
- Lobby industry to create better salary remuneration for industry workforce
- Conduct review of sub-standard Fitness industry working conditions, pay rates, accreditation deficiencies, staff turnover and dropout
- Provide improved mentoring/counselling for trainees wanting to secure full-time employment
- Industry forums for employers and employees
- Development of promotional resources for TAFE/schools/Universities
- Provide specific workforce training for industry
- Provide networking opportunities for industry
- Establish job referral opportunities

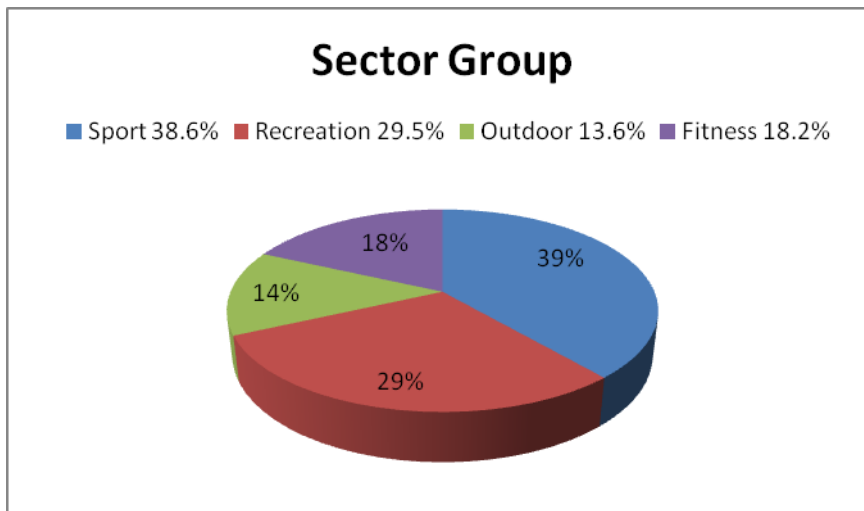
4.4 Survey Results Organisations

Sport and Recreation Workforce Development Survey for Organisations

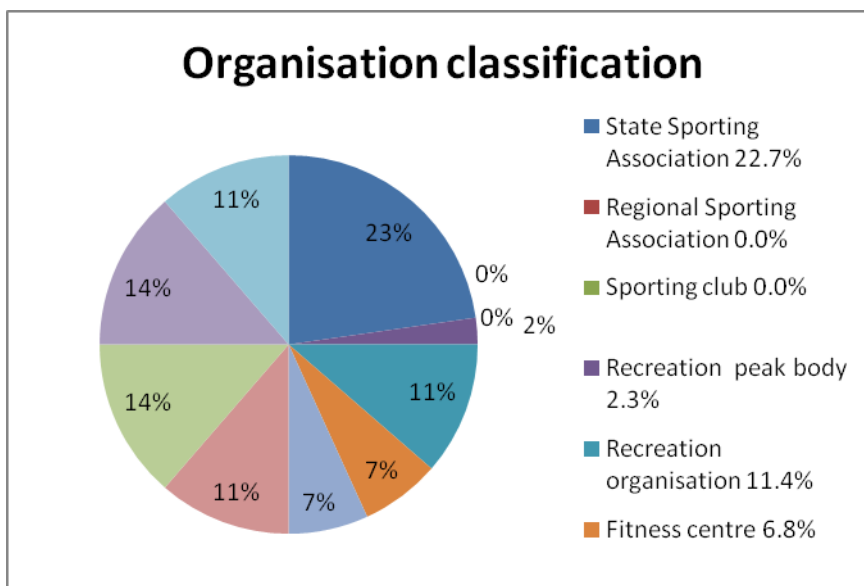
(Whilst over 60 responses were received 44 organisations completed the survey with valid responses)

Demographic data

The majority of responses came from Employers in the Sport sector (38.6%) closely followed by the Recreation sector (29.5%), Fitness sector (18.2%) and Outdoor (13.6%). Whilst the employee responses were very low in relation to the Fitness sector it is pleasing to see a better response at least from Fitness employers.

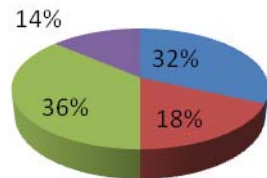


There was a good spread of responses covering the various workforce classifications within the industry with representatives from State Sporting Associations (22.7%), Government organisations (13.6%), not for profit organisations (13.6%), Recreation organisations (11.4%), and Training providers (11.4%). The spread of employers also covers a range of employee numbers within those organisations with the largest group (36.4%) being small employers who have staff numbers of between 3 and 10 employees. There is no obvious pattern in relation to these staff numbers.



Organisation size

- Large - more than 25 employees 31.8%
- Medium - between 11 and 25 employees 18.2%
- Small - between 3 and 10 employees 36.4%
- Micro - only 1 or 2 employees 13.6%



From the survey questions relating to staff numbers, gender and age breakdown it is estimated that over 1000 employees from 44 different organisations have been included in the results. A number of the larger organisations had been targeted for inclusion in the survey and the targeted organisations that responded have been included in the Appendix.

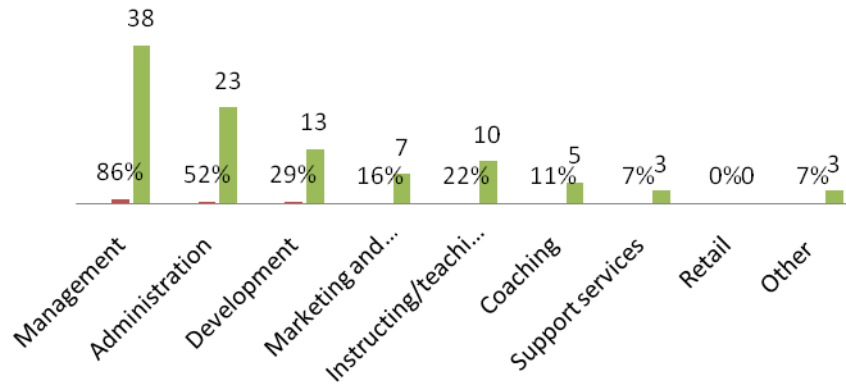
The following analysis covers comments related to employer organisations in most instances but specific results related to employees have also been included.

It is evident that the majority of organisations that responded are more likely to be those with full-time administrators who had time to complete the on-line survey. Other organisations many of whom are staffed by part-time and casual employees may not have had access to the survey or had the available time to commit to doing the survey. This needs to be considered when doing an analysis of the results.

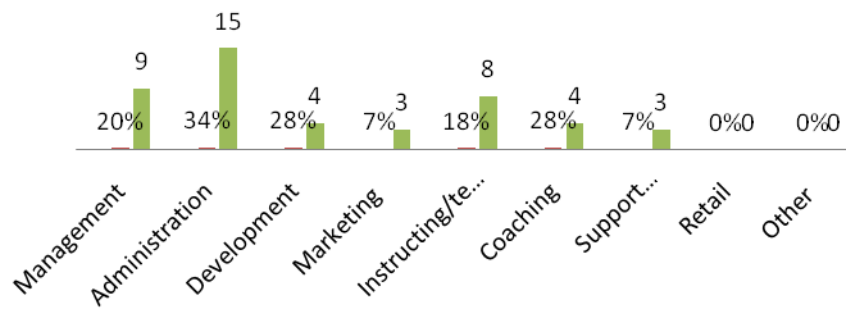
The highest majority of responses came from organisations that employ staff in the areas of Management, Administration, Development and Instruction.

The result indicated that with full-time workers most of them work in the areas of Management, Administration or Development. Part-time workers work mainly in areas of Administration, Management and Instruction. The casual workers tended to be people employed as Instructors or administrators. Trainees are more likely to be working in the area of Development most probably running clinics in schools. With the volunteers there was an even spread across all areas highlighting their importance to the industry.

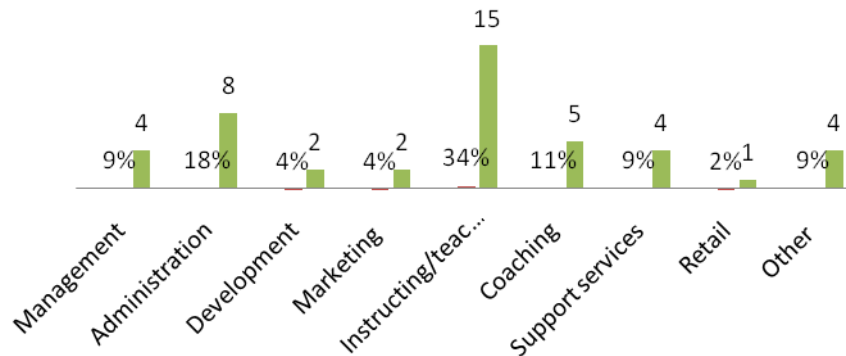
Organisations with full-time employees

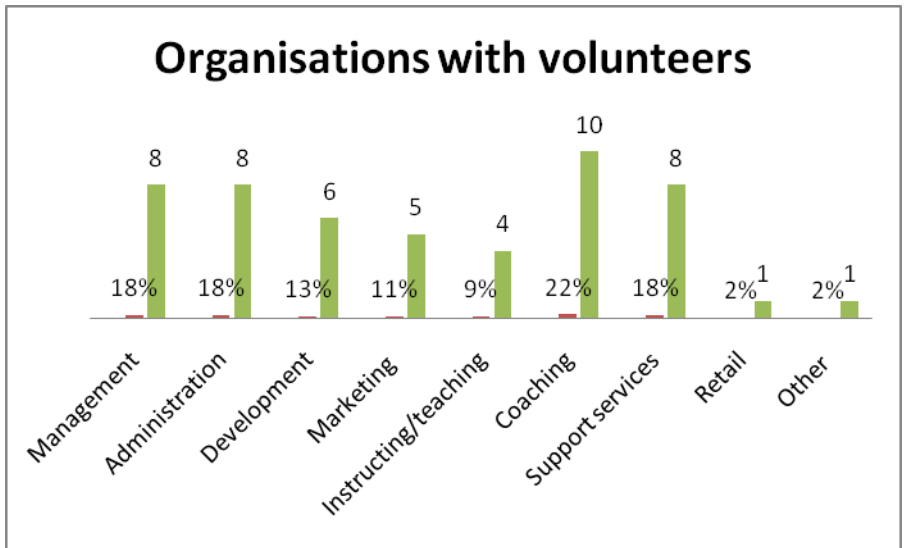
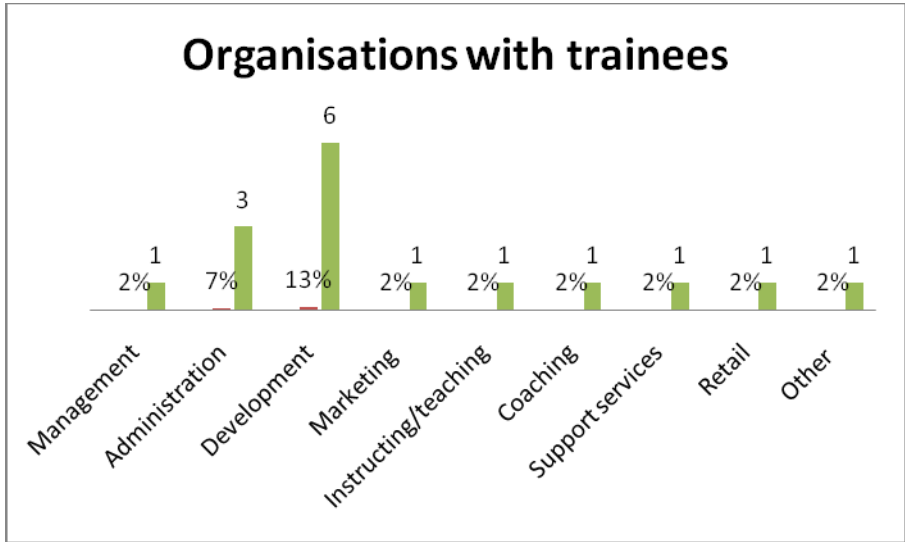


Organisations with part-time employees

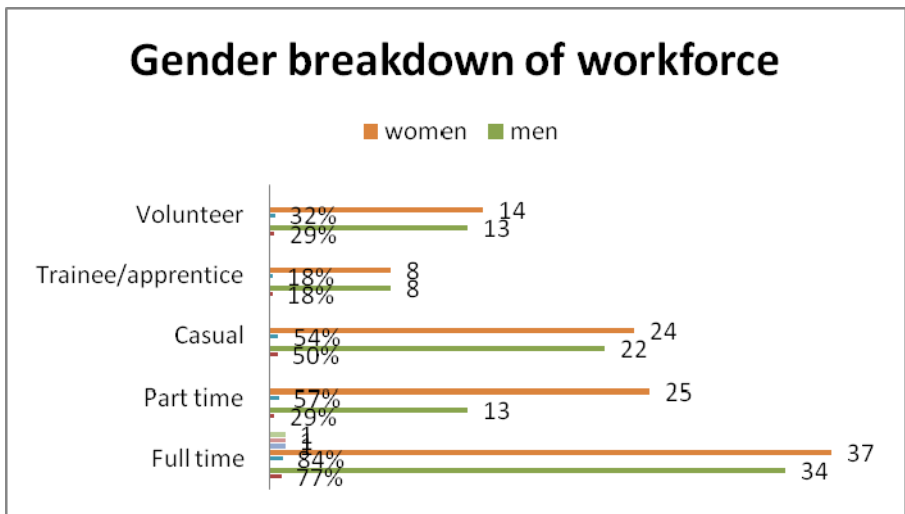


Organisations with casual employees

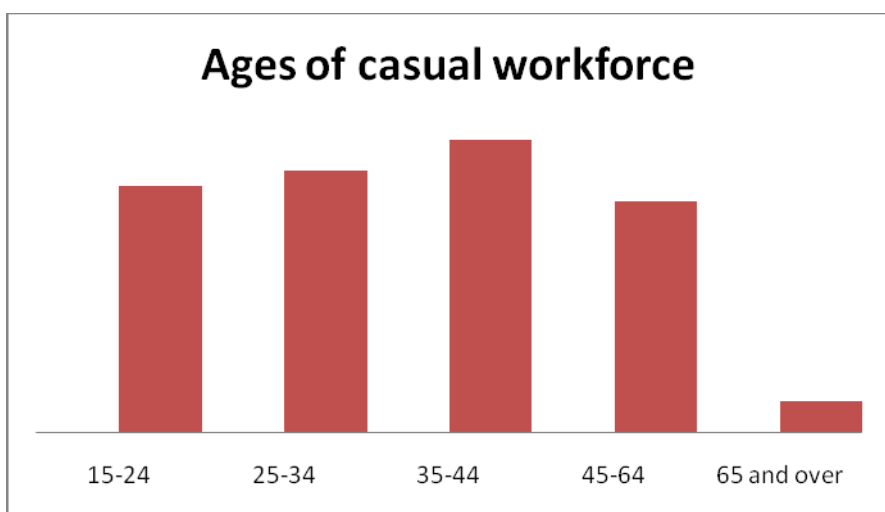
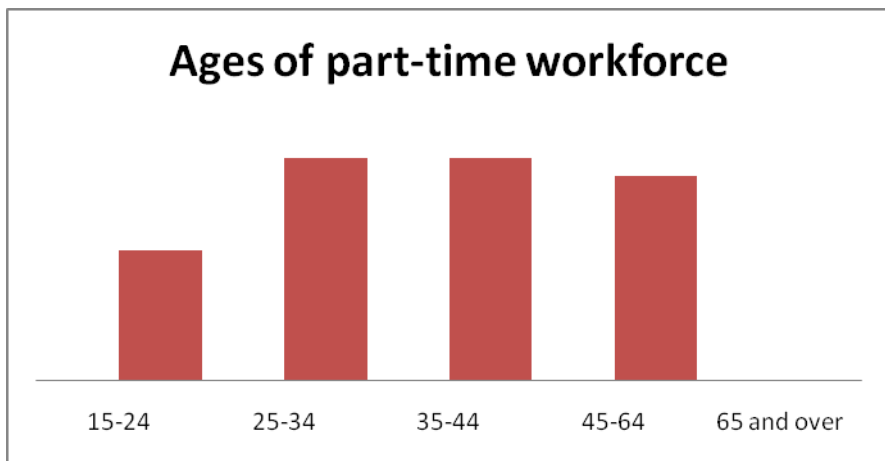
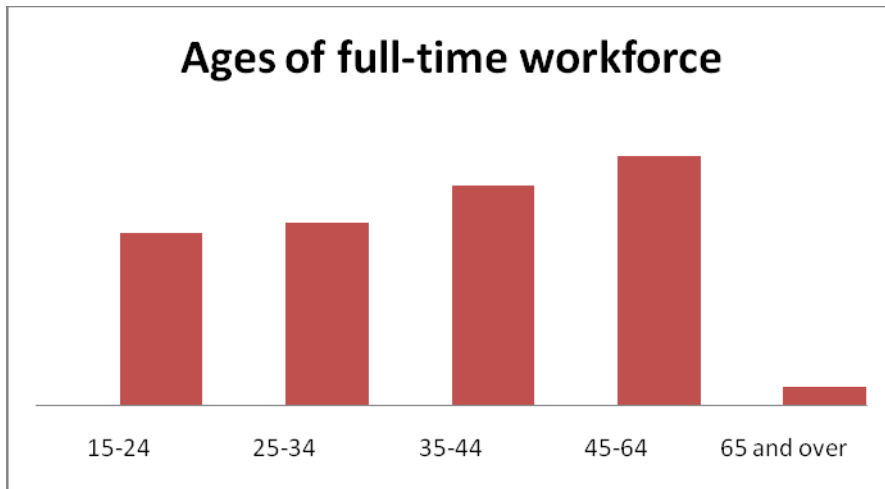


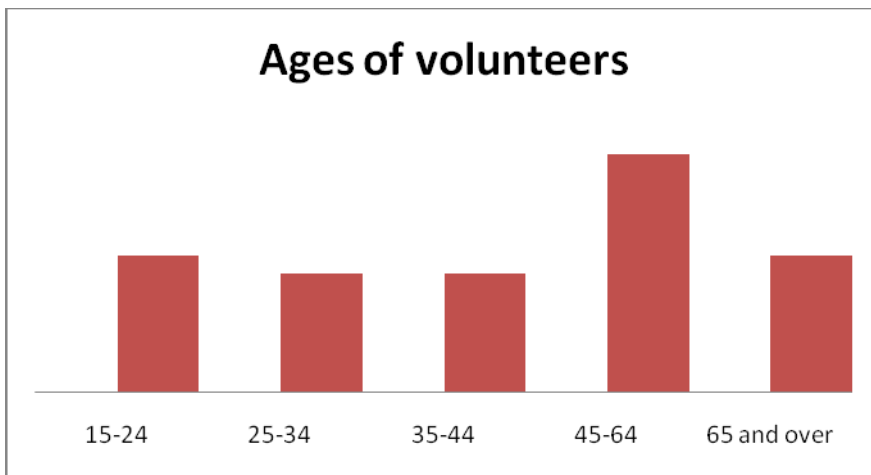


In relation to gender breakdown more organisations employ females than males and the majority of these female employees were either part-time or casual. More organisations had their male workforce involved in full-time work than in other areas. There was no significant gender difference with the trainees or volunteers.



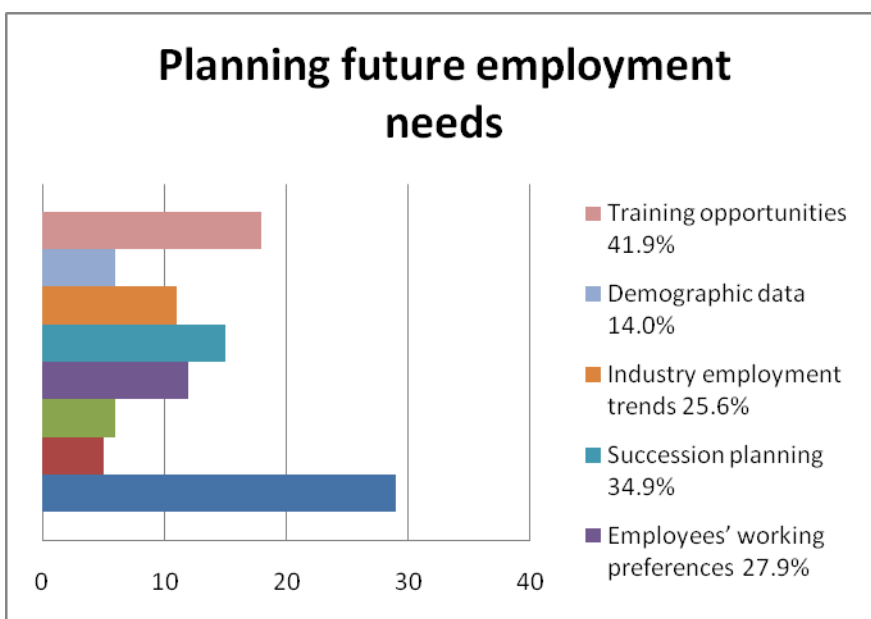
In relation to the age breakdown there are more organisations employing full-time staff in the 45-64 year age bracket than any other age group. Part-time workers show no indication of any specific age group being most dominant. The majority of casual workers however are under the age of 34. All the trainees are under the age of 24 and the majority of volunteers are over 45 years of age.



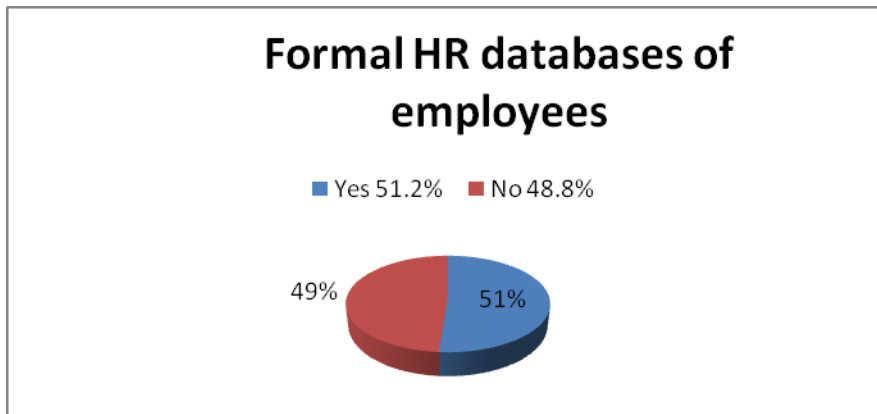


Planning employment needs

Organisations were asked what information they used to plan for future workforce needs and the dominant response (67.4%) related to the identification of the skills the organisation was likely to need in the future. Other key indicators were the training opportunities, succession planning and current industry employment trends.



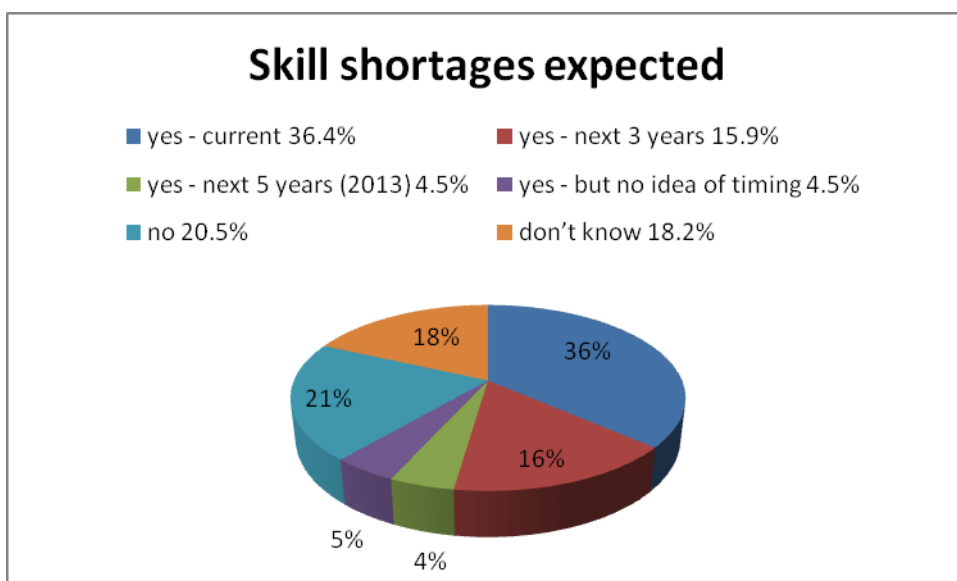
There was a significant number (almost 50%) of organisations who did not have any formal HR database or process for gathering and storing employee information. This does not necessarily mean these organisations were not aware of this information but not to have formal records highlights the inefficiencies and unprofessional manner of these bodies. It also indicates these organisations are not planning for their future workforce needs.



The assessment of future employment and skill needs is generally done through a combination of determining current work loads, environmental scan of industry trends, linking to Business or Strategic Plan, and performance management reviews. The most common strategy was on an “as needs basis” in relation to current staffing loads and/or number of programs/activities on offer.

Whilst research indicates the sport and recreation industry continues to grow only 50% of organisations are expecting to face skill shortages in the coming 3 years yet almost 40% of the other organisations either do not believe they will have an issue or do not know if it will be an issue.

The survey indicated there is going to be skills shortages in some key areas including fitness leaders/instructors, outdoor recreation instructors, sports umpires and officials and support staff (sports trainers, medical personnel) and general administration volunteers.



The growth of the industry is further supported with the survey indicating that almost 50% have increased their staff whilst over 90% of the organisations have not reduced staffing numbers in the past 12 months. Where staff numbers have been reduced this has not been as a result of declining activity within the organisation rather it has been as a result of decreased government funding (40%) which impacts on the capacity of the organisation to maintain staffing levels without this additional funding being available. Where staff numbers have been increased this has primarily been in response to increased demand on the organisation's activities/programs.

A large number of organisations surveyed do not see there will be any issues for them in relation to the ageing population but for those who do foresee issues the biggest problems are getting enough younger people to take on the roles required to maintain the programs and activities. This will be particularly relevant in the fitness sector. Another factor will be the loss of corporate knowledge and information when the older workforce retires.

The sport and recreation industry is traditionally a young person's industry and there is a concern that it will be difficult to get young people involved in the workforce because of the time commitment, poor pay rates and working conditions and so the growth in the industry from a participation point of view will not be matched with the available staff to provide the services. A further concern is the limitations of older adults in performing the job roles they previously were involved with which will lead to a decrease in the number of skilled people in the workforce.

Support opportunities

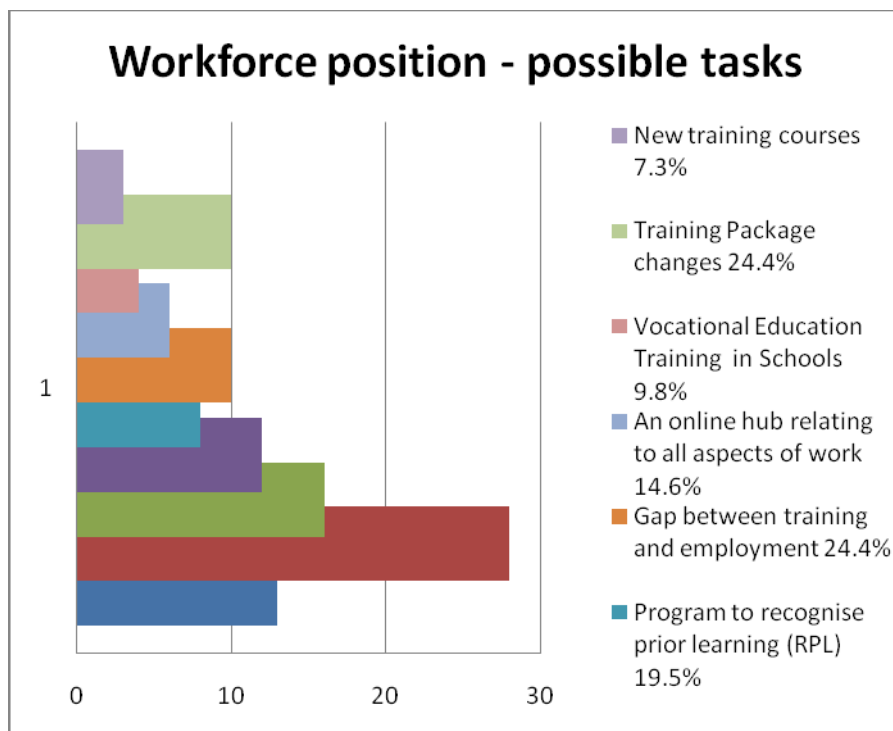
Not unexpectedly increased funding was identified as a key opportunity for support from government and industry bodies. This would only create a larger problem as many industry organisations are very reliant on government funding and additional funding injections may make them even less committed to generating their own income streams outside of this funding support.

Provision of training and education was also seen as a high priority and this involved a range of suggestions including better training to support employees prior to commencing their career and also on the job during their career, specific training courses for regional areas and more specific training courses to address areas of skill shortages.

The traineeships are recognised as valuable opportunities both for the trainee and the organisations employing them but there is some concern that there has become a reliance on subsidised employment in the sports sector with traineeships and work placements. This has created an unrealistic reflection of true costs of staffing employment in the sports sector. When funding for these opportunities disappears, so does the position.

If support was available to the industry through a funded person for 12 months organisations identified the 3 key workforce development priorities the person should work on are:

- (a) a state wide careers guide (68.3%) – this was clearly the highest priority
- (b) a simple workforce development tool for organisations (39%)
- (c) a focus on retaining staff (29.3%).



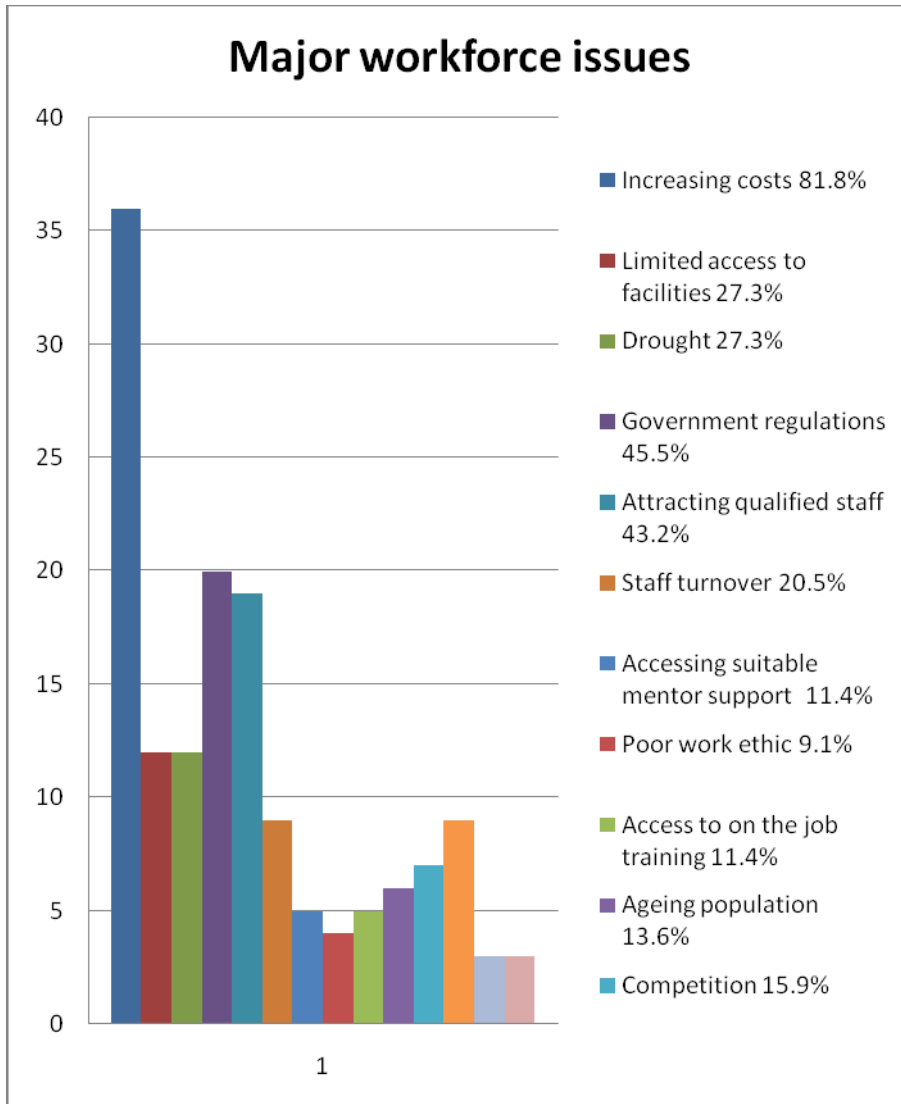
In order to determine what support employers are seeking organisations were asked to identify the major issues that are currently affecting their operations and ultimately their workforce.

A significant majority of respondents (81.8%) identified increasing costs as the major issue. This can be interpreted in a number of ways including increasing costs to participate in sport and recreation for the consumer, increased costs to maintain facilities and programs, increased costs of wages and increased costs of transport. Each of these impact on the end user and without consumers being involved the workforce suffers creating an oversupply of personnel.

Other issues that were significant included the growing concern that requirements from government regulations and policies are creating barriers for organisations in providing their core business activities and in turn this may impact on the numbers that participate or it may encourage employers to ignore policies and run the risk of non-compliance.

The other significant issue concerned the ability of employers to attract qualified staff with suitable skills and experience required to work in the industry. This is particularly relevant in the fitness and outdoor sectors where the demand for instructors is greater than the supply. There is an urgent need to train more qualified staff or find ways of formally recognising the skills and experience of current staff.

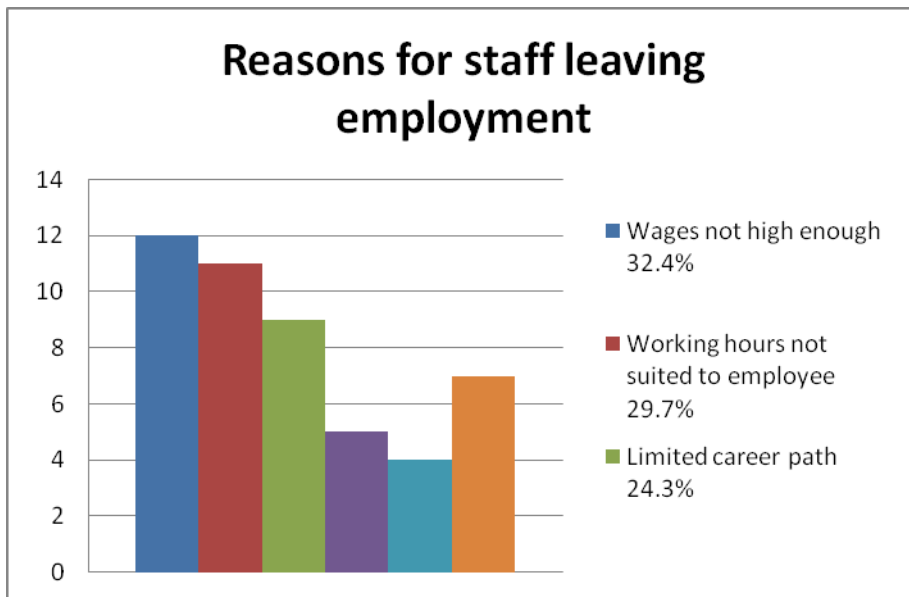
Another area that needs addressing is that of limited facilities. As the industry grows and the importance and value of sport and recreation are realised as lifelong strategies to better health and well-being there will be an even greater demand on facility use and if the current facilities cannot meet the demand then what of the future?



Career recruitment and training

Employers recognise the factors which attract their employees to work in the industry are as indicated previously by those employees surveyed. (I.e. Passion, love of sport, lifestyle career, working with people, chance to make a difference)

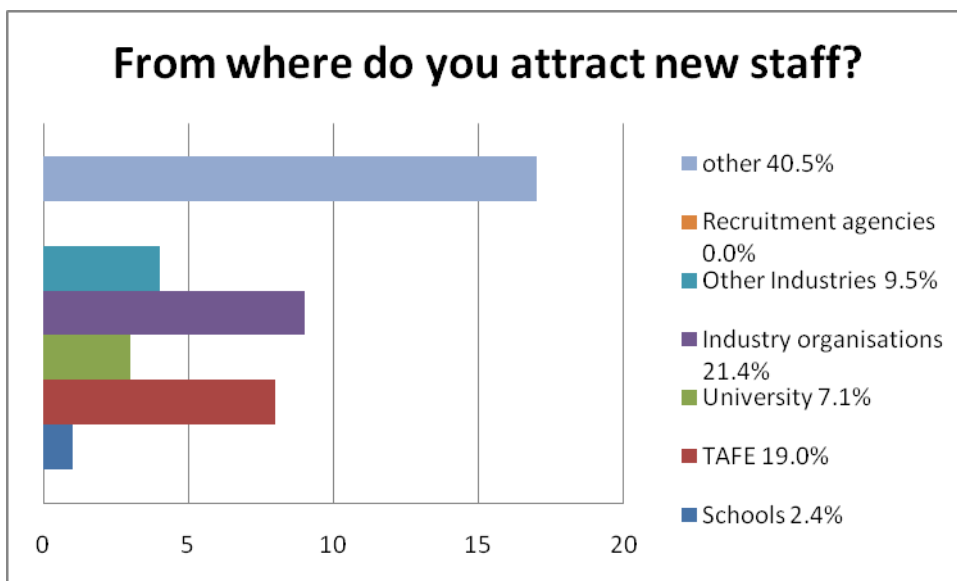
Similarly employers identified the deterrents too about working in the industry but they were much more polarised in their views with the poor pay rates being the most significant reason followed by the poor working conditions (long hours, after hours). Other factors of note included the lack of full-time career options and the limited opportunity to develop a long term career in the industry.



A number of employers recognise that because many people do not see it as a career it does not attract the serious professional rather employees who are looking for other incentives (lifestyle, casual work, opportunity to “play”). This creates a view that it is an insignificant “Mickey Mouse” industry without much financial incentive and major career paths.

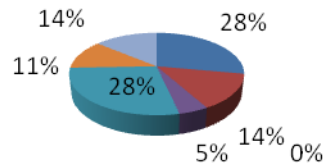
The above factors may be significant in how employers attract their employees. If the perception as stated is that a career in the industry is not as highly valued as in other industries then this may be reflected in the poor response to where employers attract staff from. It may explain why so few employers use schools, TAFE and University as a recruitment pool, preferring to use other strategies such as other industry organisations, newspaper adverts, networking and word of mouth.

It is interesting to note that no employer has used a recruitment agency yet those employees surveyed indicated the use of a central pool of employers advertising career opportunities would be a useful recruitment strategy.



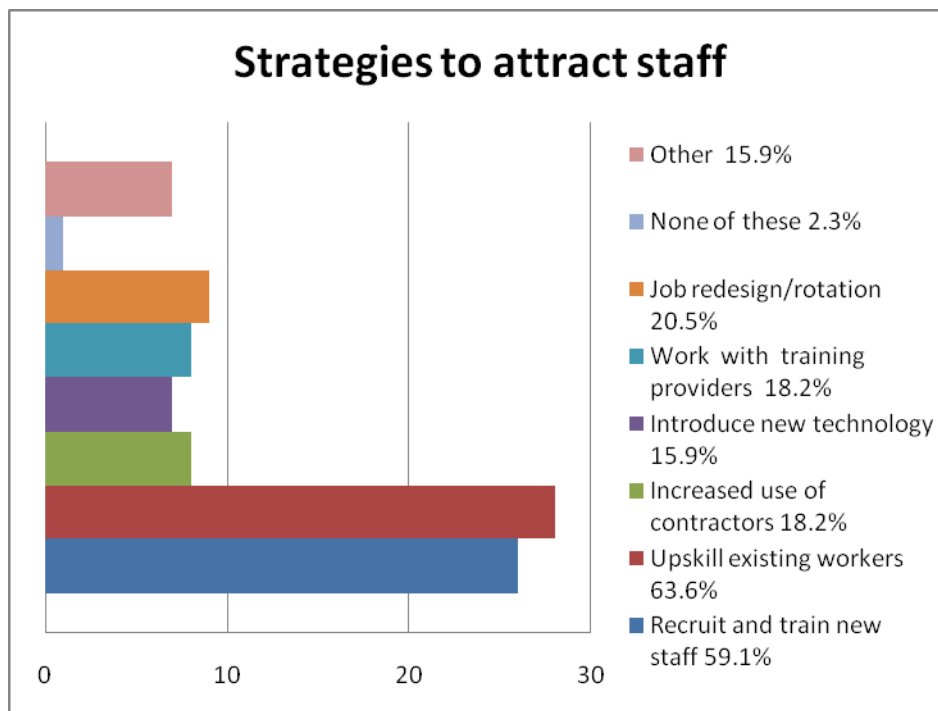
Avenues to recruit workers

- Newspaper ads 27.9%
- Internet 14.0%
- Recruitment firm 0.0%
- Job Network 4.7%
- Word of mouth 27.9%



Further to the issue of future recruitment in the next 5 years employers clearly identified two major strategies. A focus on up skilling the current workforce (63.6%) as well as recruiting and training new staff (59.1%) highlights the value of on the job training.

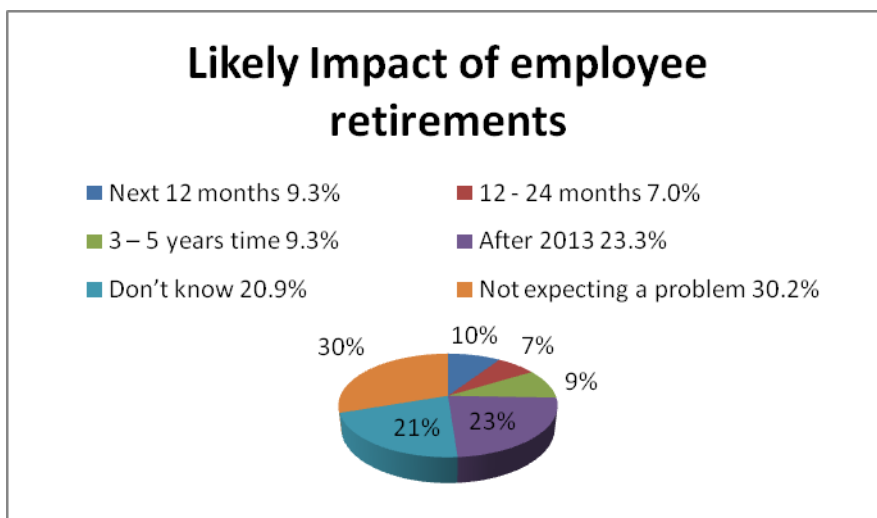
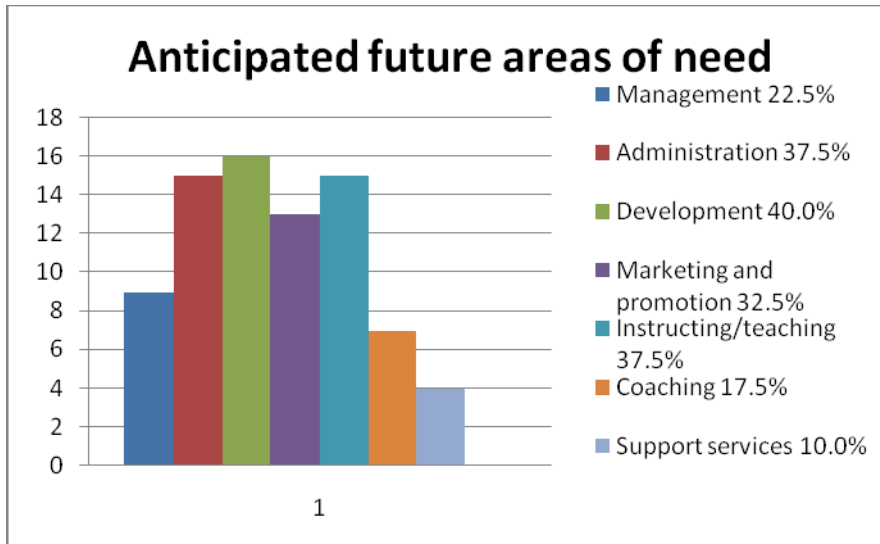
Strategies to attract staff



The other significant factor is that most employers recognise they will need to recruit additional staff over the next 5 years to cater for the increased growth in the industry but also to accommodate the high turnover in some sectors (fitness and outdoor). Over half of the employers surveyed had faced staff losses through resignations. Those organisations needing to recruit the most are those who suffer from the higher turnovers.

There is a view that much of the burnout/turnover is related to the jobs which pay a low remuneration yet demand a high work output such as fitness and outdoor instructors, sports development officers and

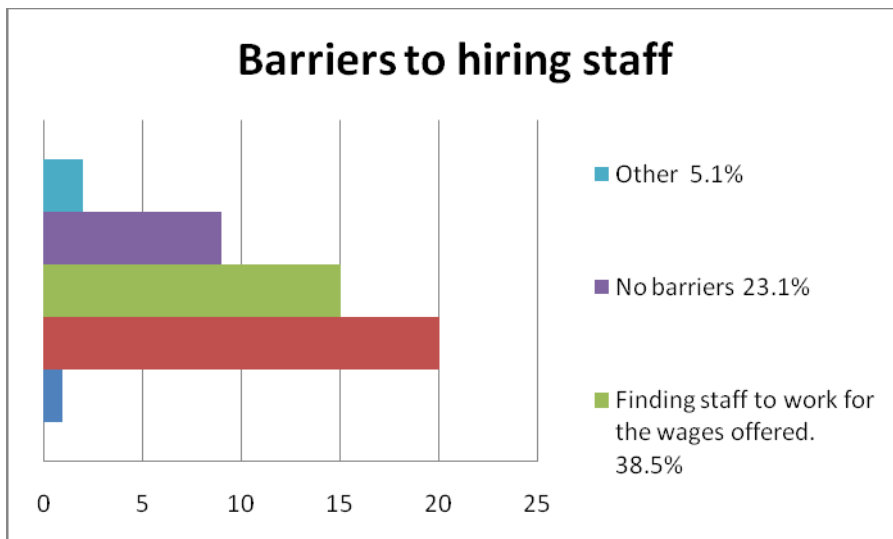
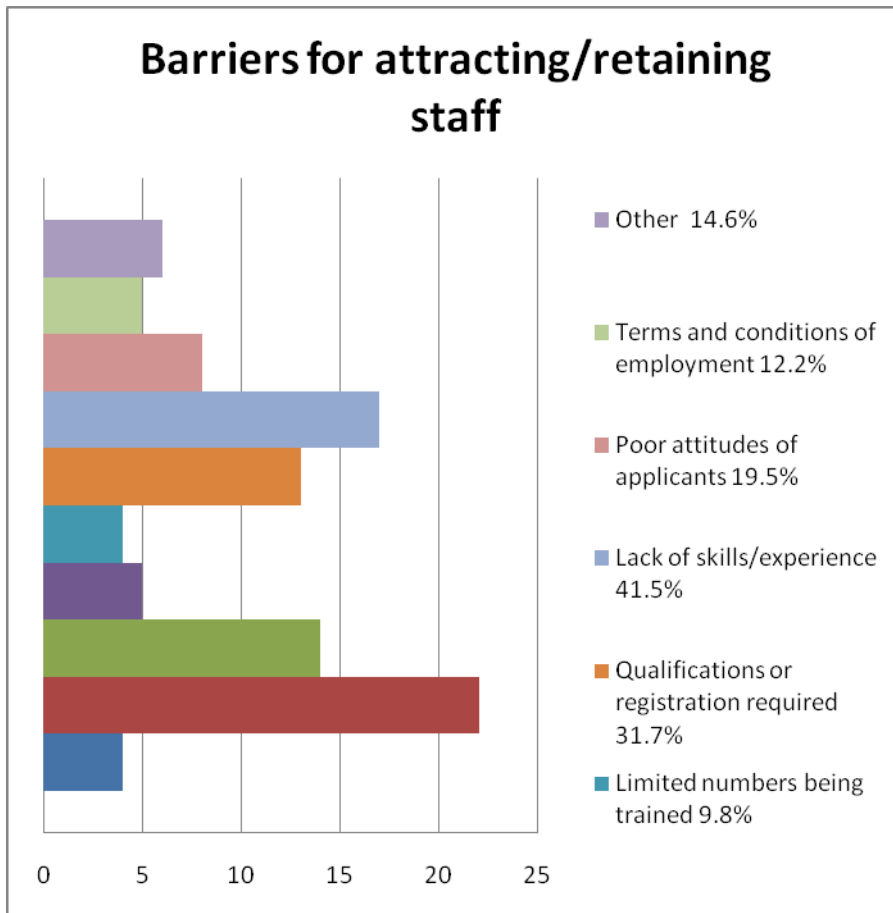
administration staff. It is not surprising then that of the organisations that identified new staff will be required over the next 5 years 40% would be in the Development area, 37.5% in instructing/teaching and 37.5% would be in Administration.. There is a view from over 50% of the employers that they have a skills shortage in their workforce industry (52.4%) and these relate mainly to the instructional and development areas.



Whilst employers recognise they will need to recruit new staff they have had current issues with trying to find suitably skilled employees to meet their requirements. This is compounded by the fact that the jobs they are more likely to have vacancies in are the jobs that they have the most trouble trying to fill. Almost 80% of employers highlighted that lack of relevant skills and/or experience was the major reason suitable applicants are hard to find. This highlights either the quality of the training the potential employees are given (or not given) or the people who have the necessary skills and experience do not seek a career in the industry because of the current working conditions and environment or only see the job as a short-term option.

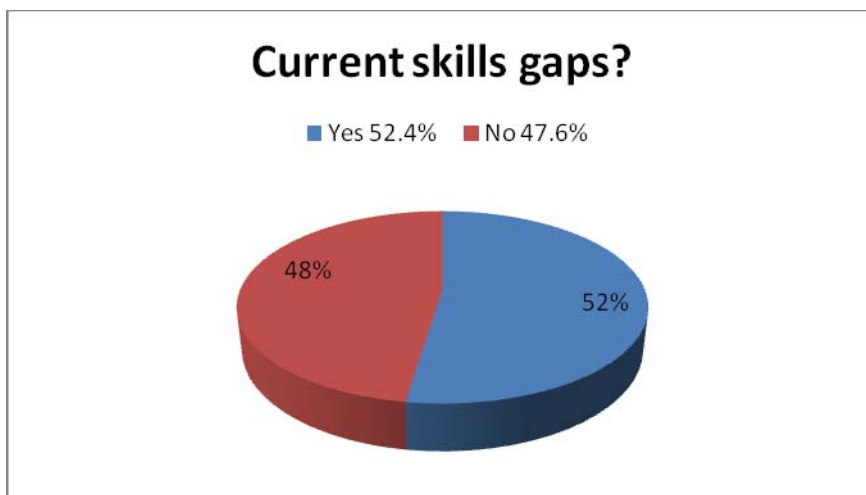
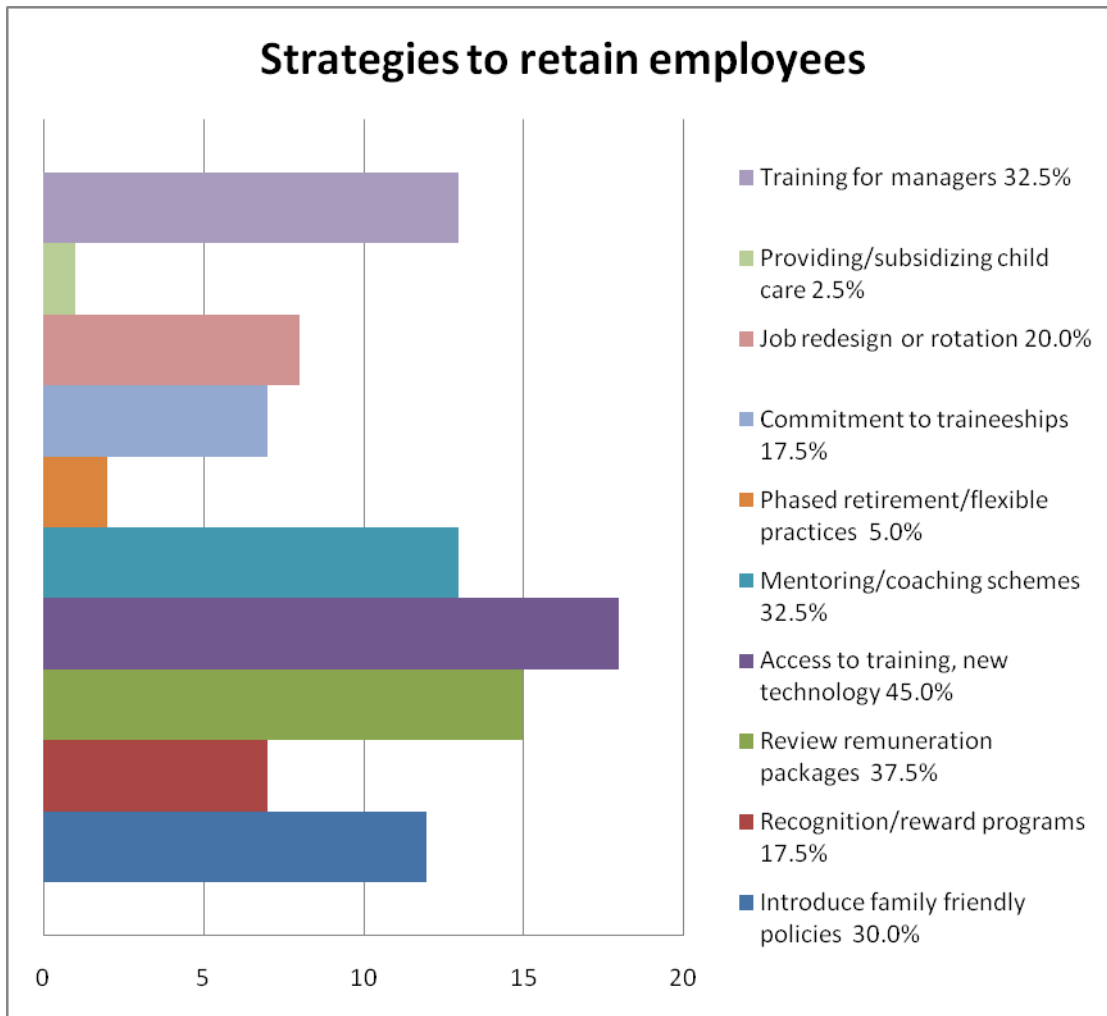
Employers believe that until the issues of wages/remuneration become competitive (53.7%) and the lack of skills (41.5%) are addressed then the industry will continue to suffer. Whilst appreciating that some of the factors are out of their control employers see there are other opportunities to ensure they create a satisfied workforce. By providing access to training and education courses, initiating mentoring and performance assessment schemes

and investigating more attractive remuneration packages employees are more likely to be attracted and retained in the industry.

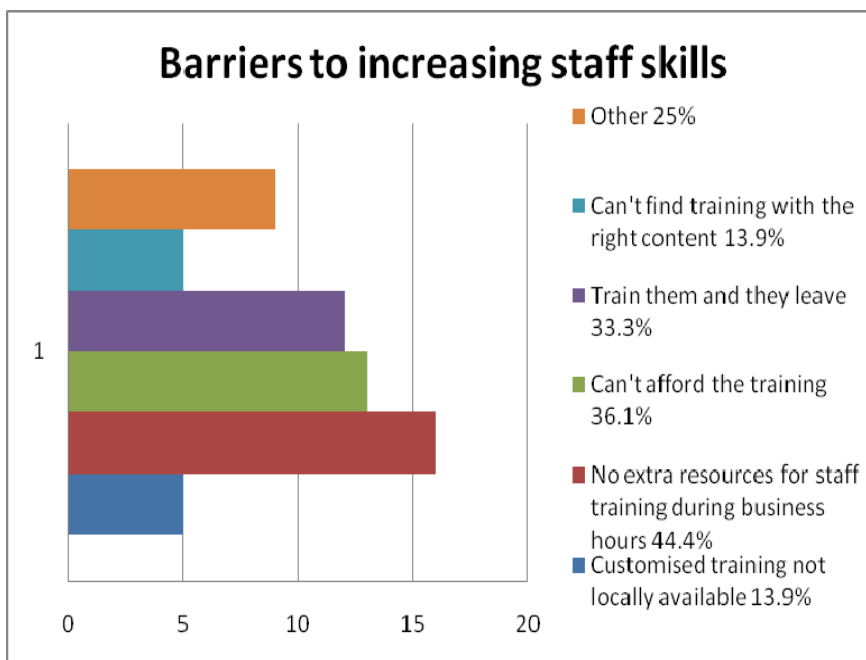
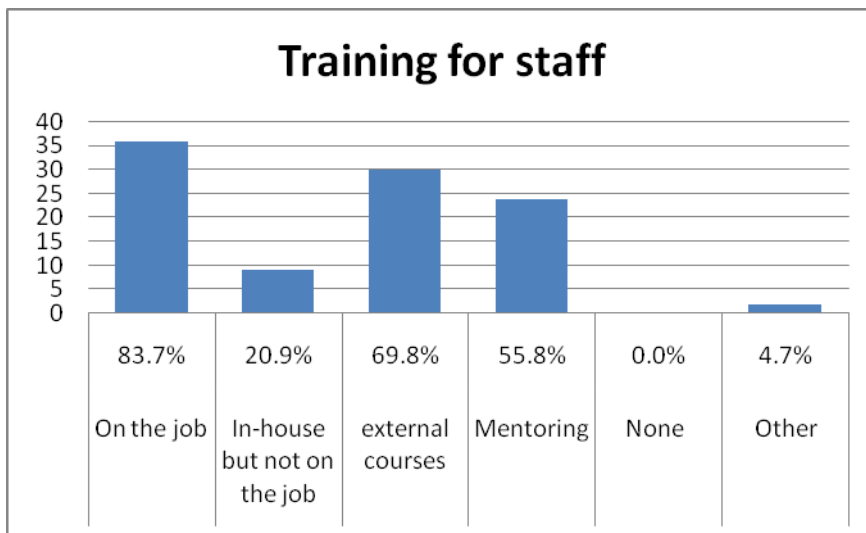


More training to address the skill shortages would be provided by employers if the extra resources were available for allocating to training and development. Essentially not having additional or excess funding means the training that is desired cannot be offered which in turn becomes an issue because the organisation cannot address the issue of skill shortages without providing this extra training. More targeted courses offering specific skill sets and offered by industry and not only available as full-time TAFE courses would be preferred. There is a view that

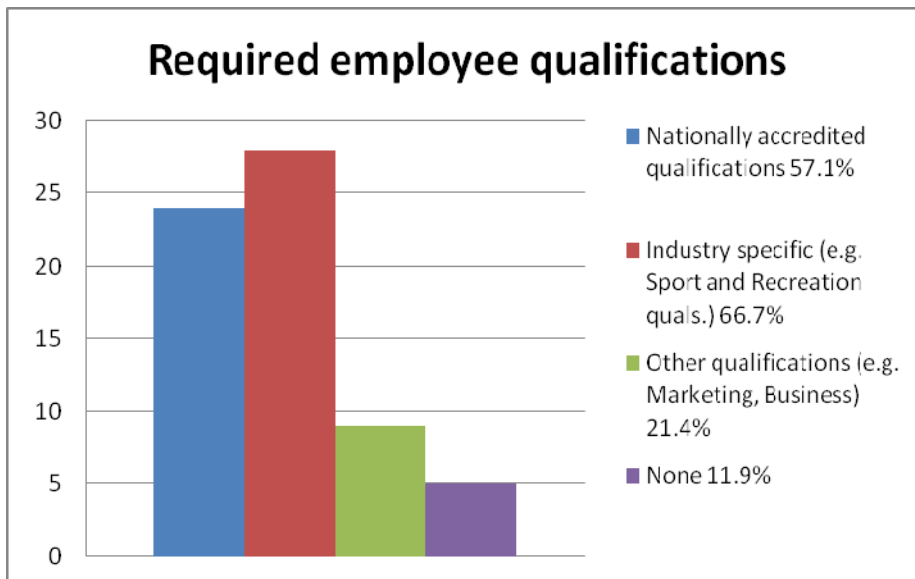
currently very little is offered by the industry once people become employed and the opportunities to be up-skilled or do refresher course do not exist or are not promoted by the industry.



The industry has a significant focus of “on the job training” with 83.7% of employers indicating this is one of their strategies along with sending staff away to do courses and providing mentoring and coaching schemes to assist staff



Whilst recognising the need to provide training both on and off the job employers are generally seeking well qualified employees who either have nationally accredited qualifications or industry specific qualifications. This is contrary to the belief by many that the industry is a “warm and fuzzy” Mickey Mouse industry that does not really provide long term career options or only provides for people who want to work in the “fun and games” industry. This negative opinion needs to be addressed and the requirement that employees are looking for more qualified employees helps this cause.



Career paths

A majority of employers (59.5%) do not believe there are clearly defined career paths within their organisations and this is reflected in the survey responses from the employees too. This may be partly as a result of the high turnover of staff and the perception that a career in the industry is not for life or because of the poor pay rates and conditions people are not able to remain in the industry for their own survival.

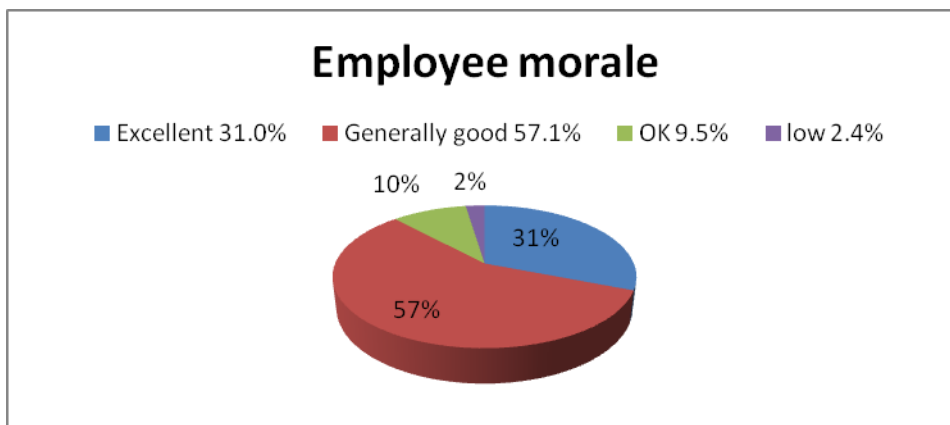


It is important then for industry to change these perceptions about career pathways yet to do so employers need to consider how best to profile the career opportunities that exist. When asked for strategies on this issue the following suggestions were made:

- develop closer links with TAFE colleges/Universities
- more directed campaigns/information sessions to schools
- develop closer affiliations with sports clubs/state associations
- develop a promotional booklet for distribution through key networks (fitness centres, recreation centres, outdoor activity venues etc)

- a state database of potential job opportunities, potential employer organisations, and qualified personnel seeking employment
- a dedicated internet site listing case studies of career opportunities
- forums between TAFE sector staff and industry employers to determine more appropriate and targeted skills training for TAFE students and industry short courses

Given the issues identified by employers in regards working in the industry it was pleasing to see that almost 90% of the 42 employers that responded rated the morale of their employees as either generally good or excellent. It would appear that despite the indifferent pay rates and working conditions within the industry people are happy to be part of the workforce because the enjoyment factors associated with the career outweigh the negative aspects.



5 EMPLOYEE WORKFORCE DEVELOPMENT SUGGESTIONS

Key Actions for Service Skills SA extracted from the Employee Survey

The final employee survey question asked respondents to identify key actions Service Skills SA might consider in addressing workforce development issues.

Suggested actions included:

- Lobby government for additional funding for the industry
- Lobby industry to create better salary remuneration for industry workforce
- Conduct review of sub-standard Fitness industry working conditions, pay rates, accreditation deficiencies, staff turnover and dropout
- Provide improved mentoring/counselling for trainees wanting to secure full-time employment
- Industry forums for employers and employees
- Development of promotional resources for TAFE/schools/Universities
- Provide specific workforce training for industry
- Provide networking opportunities for industry
- Establish job referral opportunities

6 ORGANISATION WORKFORCE DEVELOPMENT SUGGESTIONS

Support opportunities repeated from the survey responses and discussion

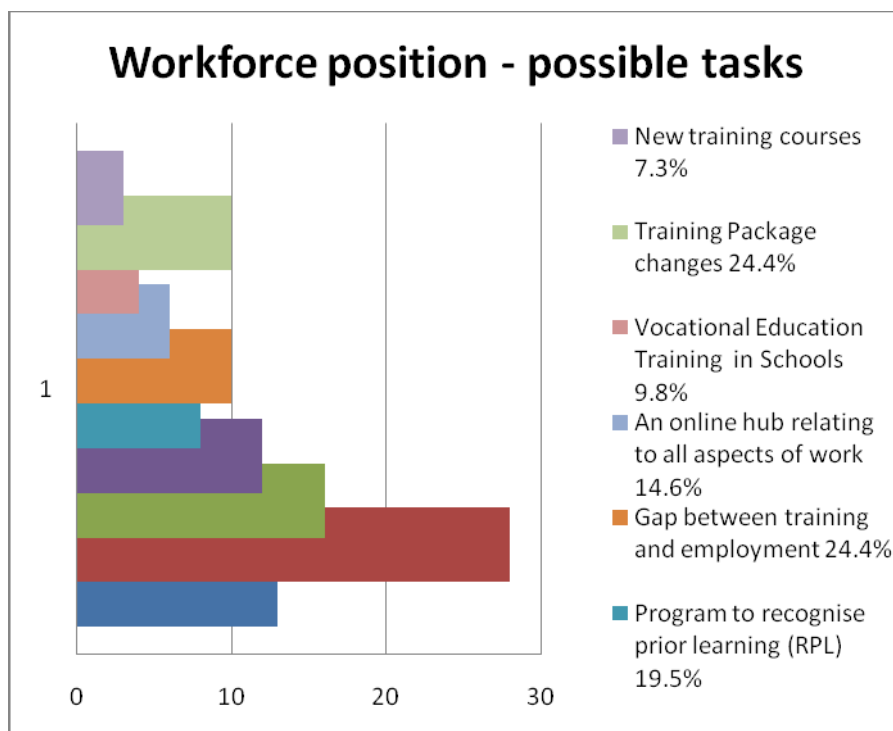
Not unexpectedly increased funding was identified as a key opportunity for support from government and industry bodies. This would only create a larger problem as many industry organisations are very reliant on government funding and additional funding injections may make them even less committed to generating their own income streams outside of this funding support.

Provision of training and education was also seen as a high priority and this involved a range of suggestions including better training to support employees prior to commencing their career and also on the job during their career, specific training courses for regional areas and more specific training courses to address areas of skill shortages.

The traineeships are recognised as valuable opportunities both for the trainee and the organisations employing them but there is some concern that there has become a reliance on subsidised employment in the sports sector with traineeships and work placements. This has created an unrealistic reflection of true costs of staffing employment in the sports sector. When funding for these opportunities disappears, so does the position.

If support was available to the industry through a funded person for 12 months organisations identified the 3 key workforce development priorities the person should work on are:

- (a) a state wide careers guide (68.3%) – this was clearly the highest priority
- (b) a simple workforce development tool for organisations (39%)
- (c) a focus on retaining staff (29.3%).



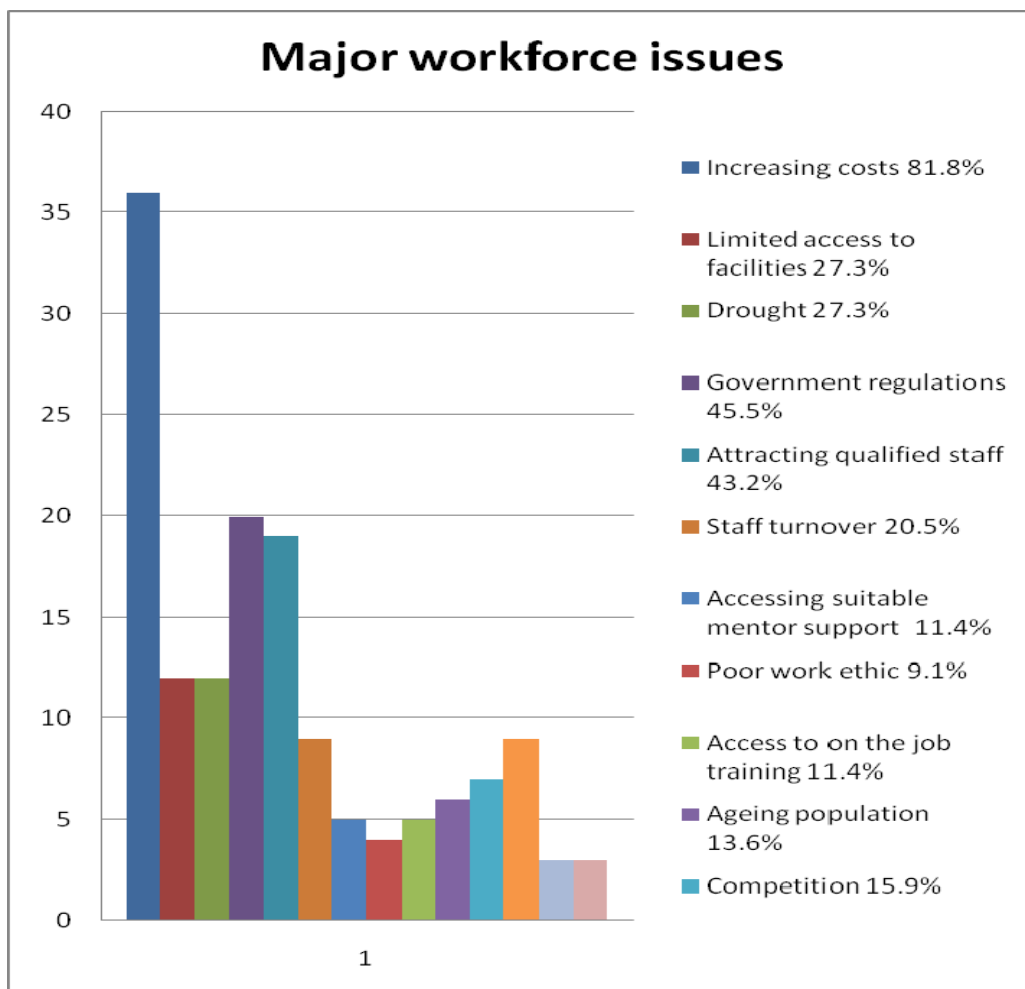
In order to determine what support employers are seeking organisations were asked to identify the major issues that are currently affecting their operations and ultimately their workforce.

A significant majority of respondents (81.8%) identified increasing costs as the major issue. This can be interpreted in a number of ways including increasing costs to participate in sport and recreation for the consumer, increased costs to maintain facilities and programs, increased costs of wages and increased costs of transport. Each of these impact on the end user and without consumers being involved the workforce suffers creating an oversupply of personnel.

Other issues that were significant included the growing concern that requirements from government regulations and policies are creating barriers for organisations in providing their core business activities and in turn this may impact on the numbers that participate or it may encourage employers to ignore policies and run the risk of non-compliance.

The other significant issue concerned the ability of employers to attract qualified staff with suitable skills and experience required to work in the industry. This is particularly relevant in the fitness and outdoor sectors where the demand for instructors is greater than the supply. There is an urgent need to train more qualified staff or find ways of formally recognising the skills and experience of current staff.

Another area that needs addressing is that of limited facilities. As the industry grows and the importance and value of sport and recreation are realised as lifelong strategies to better health and well-being there will be an even greater demand on facility use and if the current facilities cannot meet the demand then what of the future?



7. RECOMMENDATIONS

Summary

The brief for this project was to scope the current workforce situation in the SA Sport and Recreation industry with the view to creating a project that will most effectively help the sector prepare for the impending demographic changes in SA.

From an analysis of the data gathered from the research and survey results it has been possible to develop a clearer picture of the workforce situation here in SA. It has been necessary to draw some conclusions from national data to supplement the relevant local information.

Whilst the survey responses from employees were lower than anticipated the responses from key industry organisations and in particular the larger organisations that were specifically targeted has provided the project with valuable information on the current situation within the industry.

Given the number of employees and employers that responded to the survey it is estimated that these results represent a collective of over 1100 employees which is a very significant figure and provides sufficient opportunity to identify some potential projects for further consideration.

What follows is a number of recommendations that have been put forward for consideration by the Sport and Recreation subcommittee.

1. Career pathway booklet/guide – this guide would be similar to the one developed by the Hair and Beauty Industry through Service Skills SA. Information to be included could include the following:
 - All relevant information on the career opportunities available in the industry.
 - Where to attend training to enter the industry
 - Where to receive on the job training for those already in the industry
 - Opportunities to begin the career pathway through school Vocational Educational Training courses
 - Training providers at TAFE, University, and private
 - Detailed diagrammatical version of the possible pathways within the industry
 - Range of case studies from persons already involved in the industry
 - Industry contacts such as Sport SA, Recreation SA, Fitness SA, state sporting and recreation organisations

It is envisaged this publication would be made available to every secondary school in a hard copy as well as being available on line.

2. A central register where employers can advertise any vacancies and potential employees can register themselves on an employee's database where they would detail their career aspirations, skills and experience, qualifications and preferred area of employment. Both employers and employees would need to register as members of the database and there could be an annual cost to do so.

The register could be maintained by Service Skills SA as a service to the industry employers and employees. It could feature a section on specific skills to assist employees such as writing a resume, preparing for an interview, etc and sections for employers on induction processes, strategies to recruit and retain staff etc. This workforce development tool could be made available to all organisations as part of the membership fee to use the register.

3. Facilitation of annual industry forums to which all key industry personnel would be invited. The purpose of such a forum would be to provide an industry voice for the key industry groups to discuss issues, identify industry trends, address specific issues related to training, workforce development, and skills shortages, and through this forum detail issues that industry needs to approach government about.
4. Facilitate more relevant on the job training opportunities for people currently employed in industry. The project clearly identified that current employees have very limited opportunities to further their qualifications and/or skills because of a lack of suitable and available training opportunities. This training needs to be targeted at all levels of the workforce from CEO/General manager down to new employees only having just entered the workforce but needing mentoring and coaching.
5. Traineeships have become a significant opportunity for entering the workforce in the past 5 years. There is a concern that the majority of trainees are not retained by their employer once the traineeship has concluded. Whilst this is not a requirement it is a great outcome when a trainee is given an opportunity to continue paid employment with the host employer. However for the majority once the traineeship is over there seems to be no follow up or obligation by the industry to these potential employees. It is envisaged that Service Skills could develop a follow service to counsel and mentor these trainees to assist them find employment in the sport and recreation industry or other industries given the transferrable skills the trainees would have picked up. The investment the government has put into the traineeship program is significant and it seems that better "after sales service" would enhance that investment further.
6. A major concern identified by the research highlights the working conditions (namely time commitment and low wages) when compared with other industries and this has impacted on the high turnover of staff, perception of no long term career opportunities and the difficulty of recruiting staff. There is a view that Service Skills SA could lobby on behalf of the industry in 2 major areas (a) improvement of the wages and working conditions for employees and (b) increased funding for training because there is an issue with the number of training positions being made available each year (through TAFE) yet the anticipated growth of the industry particularly in fitness will see a huge shortage of qualified staff being trained. Until the industry is able to match the salaries and working conditions of other similar industries the pattern of workforce employment highlighted in this project will continue and the industry will suffer.

8. APPENDIX

Employers who provided contact details

1. South Australian National Football League
2. Basketball SA
3. Hockey SA
4. School Sport SA
5. Football Federation of SA
6. Australian Sports Commission Active After Schools Program – SA Unit
7. Wilderness Escape
8. Royal Life Saving Society SA
9. Minda Inc.
10. Baseball SA
11. SASRAPID
12. AFL SportsReady – SA Branch
13. Yachting SA
14. Horse SA
15. Blue Light (SA) Inc.
16. Fernwood Fitness
17. Roxby Leisure
18. South East Local Government Association
19. Mid Murray Council
20. Gymnastics SA
21. Sport SA
22. Blackwood Community Recreation Centre
23. Clare and Gilbert Valleys Council
24. District Council Yorke Peninsula
25. Mid Murray Council
26. District Council Loxton Waikerie

27. Outback Areas Community Development Trust
28. Pt Augusta Aquatic and Outdoor Adventure Centre
29. Satori Women's Health Club
30. RFM Health Club
31. Mannum Leisure Centre
32. Active Ageing
33. Adelaide Corporate Challenge
34. Benefitness and Health Centre
35. Equestrian Federation of Australia(SA Branch)
36. Aussi Master Swimming
37. Multicultural Communities Council of SA
38. Rock Solid Adventures

Survey Monkey on line surveys

1. Employer organisations

http://www.surveymonkey.com/s.aspx?sm=a_2fAk0mbUTevLCPHTpf1JoQ_3d_3d

2. Employees

http://www.surveymonkey.com/s.aspx?sm=R0R6pziUt546LeWjt7bteg_3d_3d

Consultations conducted

Interviews:

- Peter Vandeppeer TAFE SA
- Helen Bowen - DFEEST
- Shirley Brown – Service Skills SA
- Richard Mellon - ORS
- Rosemary Sage – Recreation SA
- Graham Oades – Service Skills SA
- Andrew Govan – Wilderness Escape
- Jan Sutherland – Sport SA
- Michael Smart – AFL SportsReady

Additional comments from Survey

Employee responses

Q 9 What attracted you to your current job in the industry?

- The job allows me to combine my professional skills and passions.
- I joined for something different to do as part of my other commitments I thought it would be a challenge
- Part time position
- Developing others in the areas of their mind, body and soul
- Working with children and adults
- Passionate about sport
- Opportunity to enter a Tier 1 Sport as an administrator and make a difference and challenge of bringing the sport together as a unified body.
- Variety. I work in local government so whilst the open space and recreation section is within my department there is also a variety of other areas including youth, environment etc
- Love of the game.
- Challenge of new position and opportunities
- A career change
- Opportunity to develop a Recreation/Sport for young people and their families at low cost and in a near location
- Natural fit with personal sporting background and teaching skills
- A like for sport & fitness and teaching. The managerial side of things.
- Working in my passion.
- Working in the sport I love
- My contract with my previous job finished and this one came up. It was in the Sport and Recreation Industry with a bit of an event management focus. Being in the Government attracted me as well
- Teaching a sport that I'm passionate about
- Strategic planning was to do with sport and recreation interest in how the urban form impacts on physical activity
- Interest in Sport, excellent opportunity to work within the sporting industry, I will be provided with good workplace experience
- The frequency of the work. Previously I was working as a freelance instructor.
- A personal passion and skill for the area
- Conditions
- I believed that I was to work in this industry from the time I left school and this job is where I wanted to be.
- A small office environment
- General job advertisement
- I enjoy the field
- Gain experience
- The love for the outdoors, exposure for other people and children to outdoor recreation and appreciation of self and the environments outside of regular learning arenas
- Working outdoors, having an active job, using outdoor activities to educate people.
- Working with/around sports people
- Interest (and qualifications) in recreation, open space planning, sport development and management

- Enjoyed running outdoor educational programs purchase of previous employer's company lead me to be in senior management
- Suited me perfectly
- Cricket is sport that I have been involved in for my whole life. Currently playing at National League level it is an important part of my life
- I saw a job advertisement in the paper, and I thought it would be a good opportunity.
- A sport and recreation traineeship
- Operations, team aspect
- It was a fun job.
- Security and government pay rates and benefits.
- Passion for sport
- Outdoors
- Being able to improve the health of Australians through increased physical activity
- Interest in sport and recreational activities.
- Interest in sport
- An area of interest, strong skills match, opportunity for promotion
- Philosophical ideal that all South Australians should have access to quality sport and recreation opportunities
- The challenge of helping elite athletes achieve their physical potential so they can achieve international/Olympic success
- Opportunity to contribute to the wider industry.
- Sport and Recreation industry always interested me and seemed like a great environment to work in.
- I was offered the job so I took it.
- Flexibility of hours, the opportunity to make a difference to others, to work in a career I was already passionate about.
- Be able to create my own hours and play my work around looking after my child.
- Was looking for work in the sporting industry.
- Working in sport

Q10 What do you like about working in the sport and recreation industry?

- It's orientated towards positive outcomes and community development.
- You meet lots of people, sponsors
- Working in an area of personal interest
- The different people I get to meet and talk with
- A very self-rewarding activity
- Generally deal with relaxed and friendly people.
- Diversity in roles, managing a team, making a difference
- It's a positive industry that relates to people's health and well-being.
- Meeting and helping many people from all over the state and interstate/international
- Passion for sport and being able to support/assist everyone to enjoy sport
- Have an interest in sport
- Providing opportunities for children and their parents.
- Meeting people, competition
- The satisfaction of really enjoying going to work each day.

- Meeting people, being involved in sport
- Very rewarding. You can see results of your work
- Developing the children's skills so by the end of the three weeks you can see a change
- Sport and rec is something I'm passionate about
- Very much like a community, I have found that in general the people in the community are more easy-going and friendly, I feel that there are unlimited careers paths in the industry
- The variety and the environment, outdoors most of the time, and often doing interesting activities.
- Fitness, friends and creativity
- Working with a variety of people, organisations. Involvement in a range of activities and experiences.
- Working with people and being in the outdoors
- Interesting - busy period, followed by quiet period
- Always a new challenge in a field of interest
- Fulfilment of challenges, stretching oneself to learn more. The beauty of seeing new places around the Australian landscapes, a natural path to keeping fit.
- Being active, being outdoors
- There is always something happening/ big events. People are like minded
- The industry is very people oriented. Recreation and sport are agents improving public health, wellbeing and contributing to economic development, social inclusion and just society.
- Working with kids and adults
- Fun and relaxed environment where I can work with young children and promote basketball
- The people that I work with, being outside a lot of the time.
- There is always something new or an ongoing project to keep working on and it is always exciting to see the development of younger people in sports.
- The development of the sport, working with the sport and help grow the sport, increase the number of participations, working with high performance squads
- Always something happening
- I don't anymore.
- The variety of opportunities available.
- Working with elite athletes
- Outdoors
- Personal satisfaction of assisting to improve the health of Australians through increased physical activity
- Being outdoors and in the environment. Friendly people and great areas to work in.
- Friendly workplace, enjoyable work
- Diverse range of activities and interest groups, broad range of participants, the people I work with, some unique opportunities
- Relaxed environment
- The people: mostly have a similar outlook and philosophy
- Work with people who are striving to be the best in the world at what they do
- Variety of issues and skills needed
- Meeting new people and learning about different sport and recreation companies.
- Relaxed environment
- Meeting others, helping others, the staff is energetic, creative and enthusiastic.
- The flexibility, working one-on-one with clients, being active.

Q 11 What don't you like about working in the sport and recreation industry?

- It is sometimes viewed as a low priority by Govt and is dropped in favour of short term needs.
- Not sufficient time to do all the paperwork requested
- Low reward, spread/scope of tasks
- The knowledge that people sometimes don't want to help themselves even if you are offering them help
- Not much in the last 45 years to not like
- Get paid less than I would in a similar role in other industries.
- Politics
- Low remuneration
- Enjoy the people and the work
- The escalating cost of facilities in country and metropolitan areas.
- Time and effort, miss family
- Nothing.
- Not being able to play footy
- Long hours and pay isn't great
- Nothing really
- Everyone has an opinion about sport and rec the 'squeaky wheels' usually get what they want
- The hours spent working overtime on out of business hours events and weekend games and results takes up a lot of weekend and week nights.
- Having to go everywhere with a bunch of other people, usually kids.
- Tiring.
- Limited opportunities for advancement at the managerial level. The slow improvement in overall professionalism of the sector.
- Seasonal influences on the industry and the lack of government and financial support for the industry.
- Long hours
- Expected to work many extra hours without compensation (e.g. Saturday work)
- Uncertainty of funding
- Some longer hours
- Lack of staff, poor treatment of staff, not family friendly working hours, poor remuneration, expensive training, limited career path.
- The industry seems to be way behind other industries in a number of areas.
- poor pay rates flat organizational structure (few opportunities for promotion)
- Casual employment, not paid for time worked (work for free to get job done)
- Lack of sufficient funding to undertake projects
- Not as much cooperation between organisations as there could be, competition for participants/members probably drives some of this. Would be better if we could all share our knowledge and skills to build a stronger, more independent industry.
- Funding is a constant issue
- Cowboy image
- The poor recognition of the non "typical" Australian sports and athletes competing on the world stage. The poor support given to Olympic focussed sports, the athletes, coaches and support staff who work so hard to achieve what they do
- Being a casual staff member.
- Out of hours work associated with it.

Q 24 What training would you like to do to improve your skills in the sport and recreation industry?

- GIS and graphic IT skills
- Coaching Level 2/Management/Marketing
- Time Management
- Outdoor training exercises like hiking, rock climbing and things like these
- None
- Website management
- Probably Marketing
- Computer skills,
- Public Speaking Skills, research and evaluation skills and tools, marketing
- Studies in Urban Planning & Landscape design & natural resource management
- Bachelor of Sport and Recreation Management at University
- Kayak instructor
- Mentoring and coaching from experienced individuals in the industry
- Financial Management
- Continue on certificate programs in BLSA, KAYAK Inst, Top rope Inst. (for now)
- Sarea, Wilderness first aid
- Mediation - accredited mediator training CAD drafting, Adobe photo shop, Desktop Publishing-graphic design
- Cert IV trainer and assessor
- Anything that helps
- Level 1, will be covered by work
- Diploma of sport development or sport and rec management degree
- Working with volunteers, strategic thinking/planning
- Masters or PhD
- Grad Dip
- I'm currently doing to certificate 3 in Sport and Recreation and I believe that it is helping me to improve my skills.
- Not sure but would like to have my skills assessed and have someone help me to select a training path that would best suit me.
- More Les Mills, some formal management or finance training
- Boxing Postural Analysis and Assessment

Q 34 Thinking about your current job, which skills are most important to job success?

- Logical thinking. Ability to see the bigger picture and remain focussed.
- Multi-tasking, communication, strategic planning
- People skills. learning to listen and be proactive to their needs
- Ability to work with people
- Communication and IT skills
- Leadership, direction and team work
- Staff management, political acumen, project management
- Time management Prioritising Conflict resolution
- Management governance Training and education
- Time Management Organisational Skills Good Communication Skills
- Ability to multi-task & listen

- Communication, administration and interpersonal skills
- Leadership, coaching qualifications.
- Organisation & time management.
- Organisation, People skills
- Planning
- Communication, organisation skills
- Knowledge, time management, networking, planning
- Organisation, communication, customer service, computer skills, self motivation, attention to detail
- Being able to guess what the customer really wants and to provide it. Listening.
- Teaching and coaching Mentoring and counselling
- People and communication skills Knowledge of the industry / contacts Experience in the industry
- Combination of office/admin skills as well as working effectively in the field.
- Prioritising work good computer knowledge/skills good communication
- Diplomacy, Negotiation skills, Excellent customer service, Knowledge of rec. planning & management issues, excellent writing skills
- People skills - translating the bosses words to what he really means
- People and communication
- Organisation, computer skills, communication skills
- Staying away from poor employers
- Negotiation, contract management
- Cope with stress!!!
- Rapport building
- Activity specific
- Knowledge of the industry and the programs, training and services available to the public and health professionals
- Good communication and organisation skills. Knowledge of industry and activities. Instructional skills such as facilitation and briefing.
- Computer/IT skills
- Ability to communicate effectively, verbal and written, ability to coordinate staff and activities
- Time management, communication
- Marketing and research skills
- Education and experience
- Communication Specialised Knowledge Contract Management Project Management
- Administration and basic computer skills, communication skills.
- Retention of Trainees.
- Creative, energy, broad range of skills, tolerance.
- Dealing with people. Understanding posture and how to assess a client to know where to start.
- Organisational skills, understanding of sports industry, general administration.

Q35 How did you find out about the career opportunities in the sport and recreation industry?

- Through networks of work colleagues.
- Newspaper
- When I went to Regency TAFE

- At 18 I started coaching
- Through networks I had developed while studying at Sport SA
- Through involvement in sport
- From my employer
- Volunteer involvement
- My own research
- Approached to apply for the position
- Advertised
- Expos
- Newspaper.
- At a coaching dinner
- University
- Fell into it - no jobs as a sports scientist
- Newspaper, Internet and government vacancies websites e.g. www.vacancies.sa.gov.au
- I just fell in.
- From being a part of a club in the industry
- Networks
- Very difficult, self research and talking to individuals that had worked previously in the industry
- Internet
- Luck - an association with Office for Rec & Sport through PE Teaching
- Through my uni course
- University and Friends
- SATAC guide
- Internet, paper, family
- Local newspaper
- By default - started studying human movement and learned about outdoor education as a formal vocation
- Basketball Club
- Through playing sport
- When I got my job as a trainee
- Websites - www.sportspeople.com.au etc
- Word of mouth
- As an athlete.
- Through study, industry involvement and training.
- Traineeship/current workplace
- Advertised in the paper
- By chance
- Adelaide Advertiser
- Went looking, work experience
- As a volunteer
- I found my job through an employment website but I have heard of my place of employment through friends.
- Through my football club
- Sportspeople.com career one
- Trainer from my gym.

- Through University, then through contacts within the industry.
- By being in it. Volunteer or otherwise.

Q36 How should the industry inform potential employees of career opportunities within the industry?

- Through networks of professional bodies.
- Newsletter? Newspaper? Industry Bodies e.g. SportSA
- Through email
- Sport SA website
- Promotion of Pathways
- Advertise within the clubs
- VET in Schools resources for secondary students and others
- Websites Through Industry bodies
- Improvement in presenting the opportunities.
- Promotional material
- Employment agency websites, newspaper advertisements
- Expo, events etc
- Newspaper and Internet, perhaps a specific industry website
- Advertising through TAFE and university as well as adventure activity clubs.
- Get the involved locally - and connect local clubs or organisations on a wider scale
- Communicate with training institutions such as the centre for Recreation Sport and Tourism, Regency Park. There are some fantastic young people ready, willing and able to take on responsible positions within the industry.
- Through training institutions
- websites, advertiser, radio
- More information available
- careers information at schools and uni
- Get out to Uni's and TAFE also inform school leavers at a personal level years 11 & 12 for encouragement through programme experience
- TV adds promotion in schools
- All jobs should be advertised on the main website managed by the industry (similar to Planning Institute of Australia).
- Email, newsletters, industry bodies advertisements
- Through clubs and the paper
- Advertise more about the opportunities.
- Mainstream print media Web presence dedicated to employment
- Base level (undergrads, people still studying) through education sessions
- Ongoing education, workshops, websites, newsletters
- Advertise on TV, the internet and in newspapers. To inform younger people, school visits could really help.
- As above - and employers advising employees.
- Internet advertising.
- Through a general email or website.
- Advertise, the web, email lists , sporting group contacts

Q37What can Service Skills do to assist?

- You will need to develop links with ORS as they represent my industry more than DFEEST
- Facilitate an understanding of realistic salary levels Provide advice on employment benefits Provide updates on positions available within the industry
- Help me get outdoor rec certificates. provide information on business systems - provide industry forums to help me grow
- Provide Industry specific training that is affordable to organisations/individuals
- Provide opportunities for further training for both paid staff and volunteers Have networking opportunities Job vacancies section on website
- Provide more resources to access information regarding job opportunities in the sporting industry, Provide help with a job search and application after traineeship concludes, Provide mentorship/guidance
- Thanks, great to know there is review. Stronger Mentoring programme for certification Increased funding for industry for better pay rates and more access for diversity of schools in lower Socio-economic class areas More international relations and exchange programmes to learn from a more diverse pool of industry workers
- SSSA could create a CD with a database of all highly skilled professionals who want to be included in the database and pay a membership fee. Then SSSA could mail out these CDs promoting job rotations and secondments to all rec and sport employers in Australia.
- The fitness industry in a dangerous state of poor pay, poor working conditions and poor treatment of its workers. It is an OH&S nightmare and the risks to TAFE and participants are increasing. Most centres do not conform to minimum standards of staff qualifications and turn a blind eye to the lack of appropriate training for popular instructors and ask too much of their staff in general. Constructive dismissal is common and often done after a staff member has been injured at work and is afraid to tell the authorities, or claim Workcover entitlements for fear of job loss. Sexual harassment is also common.
- 1 Provide REGULAR training in ALL activities 2 Deliver to regional areas (or support travel / costs etc) 3 Have all the different "courses" delivered / controlled from one central RTO not all diff bodies and trainers
- Employment Expo bring employees and employers together in forum for mutual benefit Web presence dedicated to Rec and Sport employment

Employer responses

Q16 What kinds of issues, if any, do you see your organisation/agency/business facing as a result of our ageing workforce over the next 5 years?

- Reduction in the number of club volunteers and coaching staff.
- funding
- Corporate and industry knowledge
- Some tasks are predominately for young people i.e. the continuous taking of clinics - act as role models for children.
- Decrease in participants in activities and even greater shortage of reliable well qualified sports officials
- Loss of experience and knowledge
- DECS is certainly an ageing workforce and it is difficult to find young people to be involved at the management level. It could be interesting.
- Retirement of experienced staff, especially management
- increased patronage of centre, need to have suitably qualified staff to run aged programs
- Our organisation employs all staff on contract basis. This enables responsive changes to the needs of the workforce with the shifting sands of state and national workforce trends.
- this does not affect our organisation
- Insufficient transition of knowledge from industry to education due to lack of monetary incentive, cut backs in TAFE, increase in TAFE overhead (administration) with corresponding decrease in service delivery personnel, significant loss of "know how"
- As a training agency we are looking at how we modify our training to meet the needs of the new groups that are participating in returning to work (CALD, long term unemployed)
- Some retirements but not many for us.
- Clients will be requiring more individualised support which will mean more staff will be required (with the appropriate training etc.)
- Further restructuring
- Roxby Downs' population has an average age of 26 or 27 and not many elderly in town; therefore the ageing workforce is not an issue in this town.
- Attracting qualified people to regional SA. Also the issue of adequate program funding to agencies such as ours that can be applied to address the emerging needs of our regional ageing population/workforce
- Retirement of CEO and Operations Coordinator.
- We do not have an issue with the ageing workforce.
- Being a fitness centre we notice membership retention is higher within the 35 - 50 age group. Employment of Group fitness instructors / casual staff may become difficult. Young people cater for much of our casual staff as many work casually whilst studying.
- Skills shortage is in track work rider, Ferrier and vets in rural areas.
- Lack of qualified swim instructors pay / salary rates lack of volunteers
- Lack of new qualified instructors
- Attraction and retention
- Lack of money and motivation to actually exercise
- Loss of skills and experience and local knowledge
- Growth
- Older instructors willing to keep up the pace. Wellness and Fitness to instruct classes
- The younger persons will not work the split hours
- Lack of available skills - experience

- Succession planning and getting "reliable" staff from gen X and Y!
- LONG SERVICE LEAVE
- Lack of relevant experience.
- How to attract and retain younger workers.
- The ageing workforce won't really affect us - in fact it may create opportunities
- Fewer people to fill volunteer positions on committee

Q17 Can you think of any kinds of support that government and industry bodies could provide in order to support sport and recreation organisations, agencies or businesses plan and address future workforce needs?

- Club support and possible succession planning, maybe club financial support to become professional full time clubs.
- More money
- Training, Education and PD support at all levels
- How to identify sponsorship and grants opportunities and then completing the application appropriately.
- Coordinated Training programs for volunteers and administrators
- Continue to offer traineeships with government incentives
- Training/workshops held in the country areas. Ongoing support with traineeships
- I think there has become a reliance on subsidised employment in the sports sector with traineeships and placements. This has created an unrealistic reflection of true costs of staffing employment in the sports sector. When funding for these opportunities disappears, so does the position. Assistance with business planning for the longer term - not 12 months at a time - would be more valuable in my opinion than extra funds to 'prop' organisations up.
- Potentially better training before they get to us or subsidized training program so we can up skill staff
- Reintroduce the notion (and campaign) to legitimise the sport and recreation industry as a worthwhile and meaningful industry - not just the commercial aspects of sport and recreation. Provide incentives for community based organisations to undertake a more "business like" approach and employ FT, PT staff properly trained in club, sport, agency, business administration. This will attract potential employees to the sector (to include appropriate training).
- Continued support / increase support for maternity leave. continued support for part time workers
- Conduct of regional seminars using the skills and expertise of metropolitan based experts/practitioners.
- Assist with marketing a minor sport to media and the education system to attract participants.
- Somehow help increase funding for our industry, schools, as outdoor educators have increased responsibilities than teachers. Also I see that there may be issues with the mining industry, and pay like what is happening in Western Australia.
- Subsidise the obtaining and updating of necessary qualifications e.g. Senior First Aid, Rec SA registration.
- Regional access to outdoor qualifications and "delivery of"
- Developing a network, funding support for professional developmental personnel, i.e. Sport and recreation officers
- Government could provide pensioners with extra money for fitness and recreation to provide social skills in older adults but also keep them healthy preventing the need for so many hospitals

- Provide Business Coaches to smaller sports
- Training older adults in areas of newly identified needs. Legislation to support flexible work arrangements.
- Don't preclude training opportunities and grants just because we are a commercial enterprise providing a community need!
- DATABASE OF TRAINED PROFESSIONALS
- Apprenticeships and traineeships for youth from culturally and linguistically diverse backgrounds, combined with educational opportunities.
- more funding in all areas of sport and rec is needed - especially in school in regards to obesity
- We either go on as we are (volunteers) or take on an administrator - part time - as a lot of key sporting groups have done. We prefer to stay with current structure for as long as there are persons willing to fill positions.

Q20 What attracts people to the sport and recreation industry?

- Passion for Sport, making a difference in people's lives, providing a service.
- opportunities
- Passion and interest in sport and healthy, active lifestyle. Teamwork and culture of sport
- Being involved in something they like to be involved in and part of.
- Interest in sport Perceived level of job satisfaction
- Usually the love of sport
- Fun, active, people based industry
- Lifestyle, sports based backgrounds
- Passion and enthusiasm for their sport and an interest in sport and physical activity in general.
- working outdoors working with people
- The perception that sport and recreation is basically fun and therefore I want to work in a fun industry. Go to work in a tracksuit. Need a more professional approach
- Initially love of sport
- The desire to be employed in an area you are passionate about.
- The idea of being paid to support clients to access activities and programmes where not only do the clients have fun but the support staff do as well. The job offers variety, challenge, action fun and even adventure.
- Availability and variety
- lifestyle
- Enjoyment in sport and recreation activities, being able to work with different groups of the community, and planning events/programs that they can bring to life.
- Young people like the image, especially young males - it is their dream job. Reality is different.
- The thought of making a difference and succeeding where others may have failed.
- Working outdoors, being around like minded people. Helping participant gain appreciation for the outdoors.
- A false expectation that they will be playing games most of the time.
- Various reasons, for example, the idea of being paid to be fit, a genuine desire to help others improve their health, not being stuck in a 9 - 5 job or desk job - the need to be active, enjoyment of dance and music, enjoyment of entertaining others, enjoyment of being up on stage - centre of attention, have previously enjoyed being a participant so decide to become an instructor - the list goes on.
- Employment in racing Olympic sports love of horses and want recreation opportunities

- Enjoying the work you are doing and lifestyle
- Lifestyle,
- In our region, the opportunity to develop an under-developed segment, ability to travel and to make a real difference
- Fun, social, can work for yourself, people orientated industry, job satisfaction that you are helping other people
- Love of the outdoors and the high profile of athletes and sporting teams
- Lifestyle
- Taking care of their own wellbeing and a passion to help others to be fit and healthy
- They can participate in their favourite sport
- Dynamics
- The link between the perception that sport and recreation is dynamic and its high profile
- Fun and games - it certainly is not the money!
- Being able to work in an industry they have an interest in.
- Wanting to encourage other people to engage in healthy lifestyle activities
- Knowledge of the sports industry
- Lifestyle
- Their passion for sport and recreation and a healthy lifestyle
- Healthy lifestyle

Q21 What deters people from entering the industry?

- Low pay, possible minimal career opportunities and pathways, inter - sport politics
- Pay
- Salary inconsistency hours of work Gender underrepresented at management level
- Lack of opportunities and salary.
- Low pay
- Low wages, lack of career path
- After hours work, poor pay.
- lack of full-time positions
- Long hours, weekend involvement, low pay.
- In the camps industry being away from home hours of work to realistic rates of pay
- Industry is seen as an insignificant "Mickey Mouse" industry - without much financial incentive and major career paths for people seeking a serious professional career. As a result the industry tends to attract lesser calibre candidates.
- Opportunities to progress
- Lack of well paid full time work.
- A lot of the support staff are employed on a casual basis - the unreliable allocation of work/shifts and sometimes the unsociable hours do deter people. The pay rates are not exactly top shelf either!!
- Costs/affordability
- The hours of work, e.g. late nights, weekends, long working weeks.
- Salaries, trainees receive base rates and for some they are deterred by casual nature of industry and lack of permanency.
- Lack of opportunity - poor selection criteria - Boards.
- People are still often unaware that it can be a career.
- A knowledge that it is long hours for low wages; the broad knowledge base required to perform

the wide range of task

- Odd hours of work, expense of maintaining qualified and purchasing music, energy consuming, mostly casual work - no sick pay etc.
- Hard to find somewhere to learn to ride need to develop horse keeping cost sharing programs
- Paper work - red tape
- Casual employment and requirement to do unpaid work to get job done (i.e. not paid well enough)
- Geographical location, lack of support and potentially amount of travel
- Not enough pay to live off the money
- The split hours
- Poor Governance
- Poor pay - poor conditions - lack of a clear career pathway
- Poorly paid, part time and casual nature of the industry
- Perceived lack of equity in income against other sectors.
- Career opportunities
- They think that they would not have enough knowledge of the sport
- Time taken to establish self, odd hours, fluctuating income
- Lack of funding poor wages
- Short term funding - job insecurity

Q 42 What skills do you anticipate you will need more of in the next 3 years?

- Marketing and Promotions would be good
- Marketing/promotions/sales
- Facility management Competition Management
- IT
- pool operators, lifeguards, customer service staff, personal trainers
- Technology savvy employees who have highly developed interpersonal skills.
- Specific instructor qualifications ability to manage and mentor others people who can sell jobs
- Lecturers/trainers
- Aquatic based skills
- IT/Computer skills Our staff may need to develop skills working with high support need clients (behaviour support, medication and on-going first aid, manual handling and lifting, food preparation and managing swallowing, other disability specific training (e.g.: epilepsy, autism, etc.)
- Financial management
- Marketing, promotion
- I will need Surf Coaches, Sailing Instructors, Wind Surfing instructors, Mountain Bike Leaders, High Ropes Instructors, and Bush Walking Instructors Kayaking Instructors with Sea proficiency.
- Business administration, marketing
- Sport and Recreation development personnel, Infrastructure management and maintenance personnel
- Professional Local Government
- Instructing outdoor skills
- Group Fitness instructors, Sales
- More motivated and sports orientated persons
- Higher level of IT

- Development and training
- A work ethic!
- Administration.
- Organisational management. IT Communication. Project management.
- Sales and marketing
- More IT

Q 42 What skills do you anticipate you will need less of in the next 3 years?

- Single desk administrators who perform only one job function
- The Outdoor Education Industry does not need diving instructors in South Australia, I Often Lose potential employees from Regency TAFE because they go to Queensland. This Qualification is still being offered in the Outdoor Recreation course.
- Instructing outdoor skills
- Basic reception skills such as answering phones, faxes etc as this will be shared amongst project officers

Q 46 What would assist your organisation/agency/business in providing better training and professional development opportunities for your workforce?

- Maybe Sport specific or sport staff specific training, i.e. Membership Officer Specific training course that was generic across all sports (maybe difficult though...)
- More resources
- Coordinated industry training program for volunteers which is accessible and takes account of club and association needs and the limited time available to volunteers.
- Maybe in-house training
- Access to courses in the country, grants for training
- One stop shop of recommended activities tailored specifically to the industry
- Subsidized training program during selected times of the year which would mean our staff could up skill and therefore get more work
- Access to funded training
- More time
- More resources to be able to release and pay staff to do the training required.
- More courses, funding,
- Better access in regional areas
- On line / distance education cost
- TAFE Cert III to include Sales, Member Consultant role and more focus on Group Fitness, not so much on Personal Trainers.
- Workforce review - thanks for this opportunity
- Access to the courses for non-profit orgs
- MORE COURSES DESIGNED SPECIFICALLY FOR THE INDUSTRY - THOUGH RECSA DOES A REALLY GOOD JOB AT THE MOMENT - SOMETIMES COURSES AREN'T RUN AS THEY DON'T HAVE ENOUGH REGISTRATIONS OR INTEREST
- Someone to cover their time away from the office with no extra costs!
- Increased government funding to include training costs in budgets. Sharing admin services to enable staff to be released for training.
- Industry focussed training
- Work release for volunteers.

Q 48 How does your organisation/agency/business market and promote employment opportunities internally?

- Via email
- Memos and circulars
- Communicate with all staff regardless of area they work in.
- Notice on staff noticeboard
- Through DECS website
- Memo/intranet
- We have an internal intranet service that lists all current job opportunities. This is circulated internally to all staff.
- Word of mouth newsletter staff notice board
- Internal advertising
- Via the Minda intranet and internal weekly newsletter (Communiqué)
- Government Gazettes
- We are a micro business (2) marketing and promotion is easy.
- Directly to staff and to prospective employees.
- Newsletters and Meetings
- Very few employment opportunities, so promoting not required
- Professional Management Program
- No - too small at this stage
- GROUP FITNESS MANAGER - WORD OF MOUTH
- Newsletter and internet.
- Promotion within the organisation training opportunities
- Word of mouth recruiting

Q 49 What strategies could be adopted to better profile the career opportunities available in the industry?

- Closer links with TAFE/ Universities??
- Improved communication with other sports / agencies
- More information in newsletter to schools
- free subscription style internet site that collates all opportunities in the sector in SA
- Information days in training institutions placements in organisations to get a better understanding of what the job requires better linking between training providers to train staff in what is required
- Increased promotion
- A clear picture of the recreation Industry needs to be developed that clearly defines the industry structure, the different levels that each area is operating at, along with a clear indication at what level everyone in that industry is working at
- Make clubs aware of opportunities and outline the job descriptions and pathways available.
- Consistent approach and centralised delivery contact, and courses available in regional areas
- Interagency compatibility
- Local Government via Shape Your World
- This is a transient industry, suited to people who want part time work or those who want to supplement their full time work and get paid to exercise.

- A better developed award
- More marketing to schools/universities/TAFE
- A STATE DATABASE OF PEOPLE QUALIFIED LOOKING FOR WORK IN A WEST/EAST/SOUTH/NORTHERN SUBURBS.
- More advice through schools of opportunities available and skills required.
- Central website where these are posted.
- Industry specific training

Q 51 ANY OTHER COMMENTS

- Royal Life Saving does not sit in either a sport or recreation industry as our core business is a community based not for profit organisation whose focus is prevention of drowning through water safety education. However, we have a sport 'pool life saving' which provides opportunities through participation as athletes, officials and coaches. We have a commercial arm to the organisation as an RTO delivering first aid and aquatic courses. The trainers we recruit are 'contract trainers' and are not employed.
- Some of the questions were hard to answer as Roxby Leisure is unique compared to other recreation organisations. We comprise of Pool, stadiums, gym, youth centre, ovals, cinema, auditorium, cafe and visitor information. As we are situated in a mining town the conditions are completely different to any city or other regional area.
- 30 to 40 people, due to travel, study, maternity, working in different states or country. 3 Few people have retired from the industry, tired from going outdoors all the time, and being away from home.
- This survey is not very relevant to small sporting associations with 1-3 staff and small budgets.
- S & R industry made up of many small/micro employers, in racing or equestrian sports.
- No overly relevant to a volunteer organisation