



Part two:

Workforce Transformation in Action

Skills Active Workforce Action Plan Responses to a changing landscape

High-performing sport, recreation and performing arts industries call for a workforce that is fit for its purpose – skilled, experienced and motivated. We need our people to have the skills and capability to deliver services that meet and exceed the expectations of diverse participants, as well as their whānau, friends and communities.

Our goal: New Zealand has a sustainable, skilled and fit-for-purpose workforce in the sport, recreation and performing arts industries, leading to productive and sustainable organisations that provide quality services to New Zealand.

Purpose of the Workforce Action Plan

The Workforce Action Plan outlines the key focus areas for Skills Active, brought to light by the industry Workforce Scans, and sets the direction for our activities over the 2016 to 2018 period.

Developing an Action Plan that speaks to such diverse industries is a significant task. Skills Active believes this Action Plan offers an opportunity for industry stakeholders to work more closely with us and with each other, to realise workforce solutions that support the creation of quality sport, recreation and performing arts experiences for New Zealanders.

As a result of the intelligence gathered through the Workforce Scans, Skills Active has identified the following focus areas as the top priorities for our strategic work programme:

- 1. Viable career paths:** More and better information about career opportunities in our industries
- 2. Valued qualifications:** Qualifications that reflect current and future skill needs, and a clear and concise system for employers, workers and learners
- 3. Skilled and safe workforce:** Support for the industry

to become more responsive to public expectations of safety and service excellence

4. On-job qualifications accessible to all: A vocational training system that is relevant and appropriate to the demographics and trends of our industries (e.g. high staff turnover, seasonality, young and mobile workforce, volunteers)

5. Staff retained and recognised: Support for industry to reward and recognise staff, develop future leaders and keep skilled staff.

In order to successfully follow through on our Action Plan, it is important that we pull together the enormous reserves of experiences, skills and intelligence sitting with our stakeholders and partners.

In response to the challenges outlined in the Workforce Scans, in 2017/18, Skills Active is establishing industry-specific advisory groups to provide oversight and expert advice on the responses proposed by the Action Plan, including feeding into programme development and broader workforce initiatives.

Strategic context

The strategic context for the Action Plan is formed by the landscape of the sport and recreation, arts and culture, and education sectors in New Zealand. There are a number of direction-setting documents that have influenced the development of this work.

STRATEGIC PLAN AND COMMUNITY SPORT STRATEGY FOR 2015 - 2020

In 2015, Sport NZ released the Strategic Plan and Community Sport Strategy for 2015-2020. These strategies aim to respond to the trends and challenges of the industry and set a course for increasing participation and making positive change in the lives of New Zealanders.

The Community Sport Strategy is designed to deliver a participant-centred system, which increases the uptake of sport and recreation in New Zealand. The Strategic Plan aims to focus on four areas: young people; strengthening the local delivery of

sport (especially in low-participation communities); ensuring traditional sport pathways remain strong; and driving high-performance outcomes through High Performance Sport NZ.

Bringing these strategies to life takes an effective and dedicated workforce, equipped to lead the industry into the future.

The Skills Active Workforce Action Plan supports the development of this sustainable, skilled and fit-for-purpose sport and recreation workforce, powering sustainable and productive organisations that provide quality services to New Zealand.

TERTIARY EDUCATION STRATEGY 2014 - 2019

The Tertiary Education Strategy 2014-2019 sets out the government's long-term strategic direction for tertiary education. The strategy highlights the need to build international relationships that lift New Zealand's global competitiveness, support business and innovation through the development of relevant skills and research, and improve outcomes for all.

The Workforce Action Plan links with the Tertiary Education

Strategy priorities relevant to Skills Active, which are:

- Delivering skills for industry
- Getting at-risk young people into careers
- Boosting the achievement of Māori and Pasifika people
- Improving adult numeracy and literacy.

WORKFORCE PLANNING FRAMEWORK

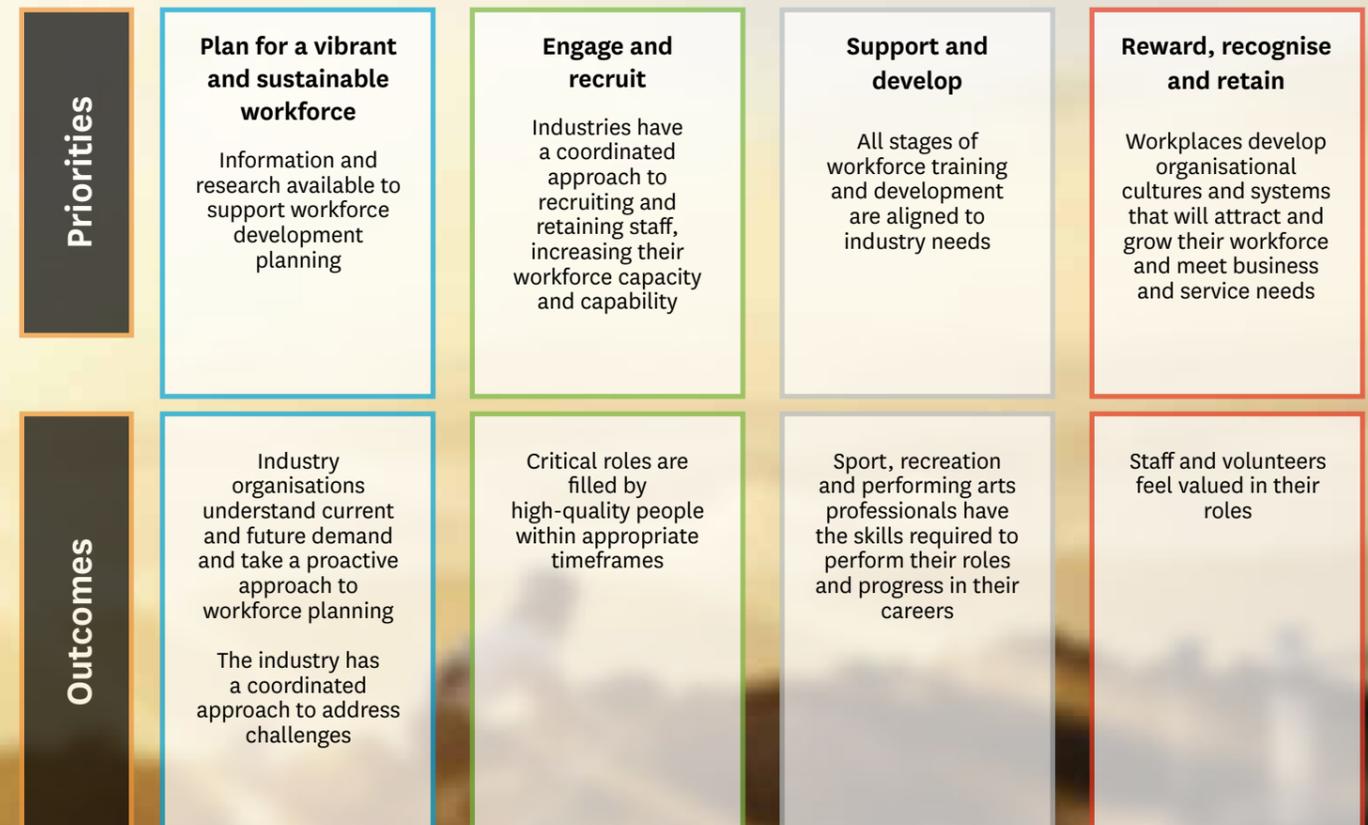
Continuing the drive for a dynamic, effective and skilled workforce, Skills Active, Sport NZ and the New Zealand Recreation Association have jointly developed a Workforce Development Framework.

The Framework identifies four strategic priority areas:

- Plan for a vibrant and sustainable workforce
- Promote the industries as an attractive career and volunteering option
- Upskill staff and volunteers, and develop them for future roles
- Promote the recognition of staff and volunteers.

A fifth priority for Skills Active is national and regional leadership in workforce development.

Together the Workforce Development Framework and our Action Plan give us a clear work agenda. The Action Plan identifies specific industry needs under each of the Workforce Development Framework priority areas, and outlines the steps Skills Active is taking to address those demands.



Skills Active Workforce Action Plan 2016 - 2018

The following pages outline the actions identified to respond to the Workforce Scans, and sets the direction for our activities over the 2016 to 2018 period. The Workforce Action Plan is divided into the five priority areas that were identified in the 2016 Workforce Scan. Newly-developed Industry Advisory Groups are working with Skills Active on industry-specific workforce development solutions.

PRIORITY AREA	HIGH-LEVEL ACTIONS	RELEVANT INDUSTRY TRENDS, ISSUES AND RISKS
<p>PRIORITY AREA 1 VIALE CAREER PATHWAYS Skills Active will support the industries to improve information about available career opportunities by:</p>	<p>A. Developing and providing tools to industry to plan, develop and support careers B. Promoting career pathways to encourage increased participation by Māori and Pasifika C. Developing programmes for schools and other youth that promote engagement in our industries' career pathways D. Developing and promoting New Zealand Apprenticeship programmes.</p>	<ul style="list-style-type: none"> • Need for increased visibility of viable career pathways • High staff turnover • Slow predicted employment growth in some industries • Need for higher workforce representation of all ethnicities, especially those who identify as Māori or Pasifika.
<p>PRIORITY AREA 2 VALUED QUALIFICATIONS Skills Active will ensure qualifications reflect current and future skills requirements by:</p>	<p>A. Completing the Targeted Review of Qualifications (TRoQ) across the industries, resulting in a new suite of relevant qualifications listed on the NZQF, including:</p> <ul style="list-style-type: none"> - Responding to the need to ensure qualifications include an understanding of the link with health and wellbeing - Responding to the need to ensure qualifications include outcomes relevant to an increased use of technology - Responding to the need to ensure health and safety requirements are embedded across qualifications - Where there are existing industry awards that are valued, align these to the NZQF qualifications <p>B. Carrying out research on the return on investment for workplaces qualifying their staff C. Working with international partners to achieve international recognition for our industry qualifications.</p>	<ul style="list-style-type: none"> • Greater responsibility under the law for businesses to keep staff and clients safe • Technological changes constantly impact on the skill requirements for many jobs • Increased recognition of our industries' impact on wellbeing • Many employers and their part-time, seasonal and contract staff find it hard to see the return-on-investment for undertaking qualifications.
<p>PRIORITY AREA 3 SKILLED AND SAFE WORKFORCE Skills Active will assist the industries to be responsive to the increased public expectation of higher standards and increased safety by:</p>	<p>A. Supporting the development of NZQF programmes to produce skilled management and supervisory staff B. Promoting the recognition of qualifications as a benchmark for competency C. Providing tools where our industries can manage the currency of employees' skills through registration (NZRRP) D. Providing a service where employers are supported to provide high standards of operation and quality delivery, and can measure their safety systems against health and safety requirements (Qualworx products such as OutdoorsMark) E. Ensuring workers and management are skilled in health and safety.</p>	<ul style="list-style-type: none"> • Many employers identified skills shortages as a recruitment barrier • Meeting the requirements of the recently enacted health and safety legislation is an issue across all industries • The arts and recreation services industry has among the highest rate of injury in New Zealand.
<p>PRIORITY AREA 4 ON-JOB QUALIFICATIONS ACCESSIBLE TO ALL Skills Active will ensure the vocational training system is relevant and appropriate for the industries by:</p>	<p>A. Supporting Māori and Pasifika people to achieve qualifications B. Providing varied workforce development solutions that are effective in various sizes and types of workplaces (programmes, assessment models, support mechanism and delivery modes) C. Providing continuing professional development (CPD) packages, outside the NZQF, where industry determines a need.</p>	<ul style="list-style-type: none"> • Access and availability of suitable training and assessment is a barrier • Need for more cultural diversity across our industries • Need for more qualified sport, recreation and performing arts professionals • The cost of training and qualifying staff is a barrier for some workplaces • A recruitment barrier for employers is finding work-ready applicants with the appropriate skills and qualifications.
<p>PRIORITY AREA 5 STAFF RETAINED AND RECOGNISED Skills Active will work with industry to reward and recognise staff to develop future leaders and retain staff by:</p>	<p>A. Supporting graduation ceremonies to celebrate the achievement of NZQF graduates B. Supporting the recognition of star performers through industry award events C. Communicating and promoting success stories D. Promoting the value of recognising qualified staff with increases in remuneration and career progression.</p>	<ul style="list-style-type: none"> • High rate of volunteer and paid staff turnover • The seasonal nature of some of our industries attracts a high volume of short-term contract staff • Employers may struggle to see the return on investment for training their seasonal, part-time, volunteer or contract staff.

Priority area 1: Viable career pathways

Plan for a vibrant and sustainable workforce | Support and develop | Engage and recruit

Our industries are experiencing political, economic, social, technological and demographic change. Therefore, in order to maximise and retain our current workforce as well as attract new people, we need a carefully considered plan of attack.

Accurate and timely information about careers and professional development is critical to retention and recruitment in our industries. We also need better knowledge and tools supporting the industries to develop their workforce.

We must continue to grow participation in key groups such as Māori, Pasifika and youth, and we need to support hard-working and ambitious individuals to stay in our industry and build fulfilling careers.

Outcome: Career information is easily accessible and industry stakeholders have the right tools for career planning and workforce development.

A: Developing and providing tools to industry to plan, develop and support careers

- Develop pan-industry workforce planning tools
- Develop career profiles and planning tools for staff and workplaces
- Continue to deliver existing resources, including the Workforce Scan.

B: Promoting career pathways to encourage ongoing participation by Māori and Pasifika

- Work with successful Māori and Pasifika workplaces that can serve as role models for industry
- Develop culturally appropriate career planning tools for Māori and Pasifika
- Promote culturally appropriate programmes for Māori and Pasifika.

C: Developing programmes for schools and other youth that promote engagement in our industries' career pathways

- Develop career mapping tools for youth and schools
- Take part in appropriate career roadshows to promote sport, recreation and performing arts careers
- Add to our suite of sport and recreation Youth Awards for school students
- Work with the Ministry of Education to broaden the vocational pathways that transition school students into industry careers.

D: Developing and promoting New Zealand Apprenticeship programmes

- Develop relevant and practical apprenticeship programmes for each industry
- Continue existing awareness campaign on the benefits of apprenticeships for individuals and businesses
- Launch an Apprentice of the Year award to promote sport, recreation and performing arts apprenticeships and careers.

Priority area 2: Valued qualifications

Support and develop

Nationally and internationally recognised qualifications that meet the needs of industry are those that reflect the skills required now and in the future. They need to represent a valued investment for business owners and their staff.

NZQA's Targeted Review of Qualifications process is developing a suite of relevant qualifications aligned to the changing demands of our industries. This includes an increased focus on the links

between sport, recreation and health; new applications of technology; embedding a positive health and safety culture; and alignment, where appropriate, with industry awards.

Outcome: Qualifications are fit-for-purpose and valued by our industries, reflecting current and future needs.

A: Completing the Targeted Review of Qualifications (TRoQ) across industries, resulting in a new suite of relevant qualifications listed on the NZQF

- Finalise qualifications listed following the Targeted Review of Qualifications
- Create shorter, modular learning packages in response to the need for agile and specific upskilling, and explore pricing options for industry
- Continue to identify dual recognition qualification opportunities with the industry, where appropriate
- Investigate cross-sector approaches linking health with sport, recreation and performing arts career pathways
- Develop new technology approaches including more online learning, web-based communities for assessors and trainees, and competency registers integrated with the Skills Active trainee management system.

B: Carrying out research on the return on investment for workplaces qualifying their staff

- Complete return-on-investment case studies demonstrating the value of on-job training for specific cohorts
- Quantify top line and productivity gains and risk management outcomes for on-job training users.

C: Working with international partners to achieve international recognition for our industry qualifications

- Consult with other jurisdictions on international recognition for New Zealand awards and qualifications, in order to increase global portability
- Collaborate with partners to benchmark learning packages, programmes and resources across borders
- Investigate the market for collaborating with and supplying learning resources to international providers
- Support global standards of practice allowing the overseas registration of New Zealand-trained staff, for example via the International Confederation of Registers of Exercise Professionals.

Priority area 3: Skilled and safe workforce

Support and develop | Reward, recognise and retain

In the context of a new legislative landscape, sport, recreation and performing arts participants and customers expect our industries to prioritise health and safety. We are supporting professionals in our industries to meet this demand through the development of skilled managers and leaders, industry-specific health and safety training, recognition of qualifications as a

benchmark for competency, and a registration system to manage the currency of employee skills. We also champion high standards of operation through our Qualworx audit accreditation service.

Outcome: Industries can identify, support and grow their own skilled and competent leaders, managers, supervisors and staff.

A: Supporting the development of NZQF programmes to produce skilled management and supervisory staff

- Develop appropriate health and safety programmes for supervisors and managers
- Develop learning and upskilling packages for leadership staff that are tailored to each industry and follow qualification pathways to Diploma level
- Investigate mentoring and assessment support options for leadership training
- Develop skilled management and supervisory staff by contributing to the Sport NZ leadership framework and developing programmes to achieve appropriate New Zealand Qualifications.

B: Promoting the recognition of qualifications as a benchmark for competency

- Present to industry conferences, educating and promoting the value of qualified staff
- Promote shared messages with industry partners around the value of qualifications and workforce development.

C: Providing tools where our industries can manage the currency of employees' skills through registration (NZRRP)

- Work with industry to develop and promote the use of NZRRP, and increase understanding of the purpose and benefits of NZRRP and ActiveCV
- Integrate web platforms, linking tools like NZRRP, ActiveCV, and online career tools.

D: Providing a service where employers are supported to provide high standards of operation and quality delivery, and can measure their safety systems against health and safety requirements (Qualworx)

- Continue to develop and grow Qualworx, providing a responsive and fit-for-purpose audit service for adventure activity operators
- Update Qualworx systems to deliver seamless service provision and monitoring
- Expand the scope of Qualworx to include a wider range of sport and recreation operators
- Explore the qualification needs of industry relating to safety auditing.

E: Ensuring workers and management are skilled in health and safety

- Embed foundational health and safety into programmes
- Investigate the development of a health and safety Level 4 programme jointly with Sport NZ
- Embed health and safety training into new management qualifications.

Priority area 4: On-Job qualifications accessible to all

Support and develop

Vocational training must be designed with users in mind. Skills Active is building workforce development solutions that meet the needs of wide-ranging industries that include small and medium enterprises, non-profit organisations, niche businesses and large employers. We are consulting with industry to develop responses such as off-job learning solutions, tailored programmes

for Māori and Pasifika, and other culturally appropriate workforce approaches for the full spectrum of sport, recreation and performing arts in New Zealand.

Outcome: All organisations can access and engage with on-job training that meets organisational needs and the needs of individual staff.

A: Supporting Māori and Pasifika people to achieve qualifications

- Co-design mentoring and pastoral care schemes, community and whānau-based pilots, and other initiatives that will support qualification completion.

B: Providing varied workforce development solutions that are effective in various sizes and types of workplaces (programmes, assessment models, support mechanisms and delivery modes)

- Refine our local government qualification strategy and align career pathways with organisational needs
- Develop on-job training resources for use in small businesses and non-traditional work settings, for example, within the fitness industry
- Build a pan-industry full-service model that can be tailored to the needs of different workplaces, environments and assessment practices
- Work with tertiary providers to create access to off-job and theory-based learning for our higher-level qualifications, including First Line Management and the theory components of apprenticeships
- Through market research, examine the workforce development needs of a diversifying New Zealand population.

C: Providing continuing professional development (CPD) packages, outside the New Zealand Qualifications Framework, where industry determines a need

- Explore demand and pricing for shorter, modular learning packages providing specific learning and development solutions for industry.



Priority area 5: Staff retained and recognised

Reward, recognise and retain

To recruit quality people into our industries, hold on to them and develop them into future leaders, we must make sure staff feel valued. This means increasing the recognition of trainees through graduation events, celebrating success stories, and putting the spotlight on outstanding achievement through industry awards. It is also vital for organisations to understand the value of qualified

staff, and reflect that value through increased remuneration and career progress that recognises and retains bright stars.

Outcome: Staff feel valued and choose to build long-standing careers in our industries.

A: Supporting graduation ceremonies to celebrate the achievements of NZQF graduates

- Support and promote industry training graduation ceremonies, recognising recent graduates.

B: Supporting the recognition of star performers through industry award events

- Develop a pan-industry award and recognition framework of events and rewards at all levels including trainees, apprentices, assessors, managers and workplaces
- Explore the development of specific awards for certain types of stakeholders, such as young graduates, small and medium businesses, large businesses, and Māori and Pasifika organisations and trainees.

C: Communicating and promoting success stories

- Identify a range of participants and groups with positive industry training experiences and achievements, including Māori and Pasifika, younger trainees, older trainees, small businesses, community providers, large organisations, and career changers
- Work with individuals and organisations to communicate their success stories externally
- Use marketing, mainstream media, niche media and social media to promote industry success stories.

D: Promoting the value of recognising qualified staff with increases in remuneration and career progression

- Conduct market research to demonstrate the connection between qualified staff and improved business outcomes
- Promote case studies where qualifications have led to increased incomes and career progression for individuals
- Raise awareness of benefits of career progression that New Zealand Apprenticeships deliver for workplaces and staff
- Work with specific organisations to link qualification achievement to performance management systems.

