



# **Workforce Strategy & Plan**

**2020 - 2022**

Version: 1

Date: December 2019



## Context

The West Australian Karate Federation has reviewed a number of reports to help guide improved performance, participation and diversity including the DLGSC and KPMG Human Resource Report. This report was part of a broader independent project to help sporting organisations better understand their individual HR challenges and more broadly the challenges of the industry. The recommendations of these reports have been used as inputs to the development of this Workforce Strategy & Plan.

This includes priority areas to:

1. Setting up the HR basics to establish the foundations for effective performance.
2. Understand your legislative obligations as an employer and be proactive in managing these requirements.
3. Develop an effective Performance Management System to drive high performance at the individual and organisational level.

The Workforce Strategy & Plan includes initiatives to be undertaken over the next three years, organised against four pillars:

1. Planning and Development
2. Attract and Recruit
3. Support
4. Retain

In recognition of the priority focus areas agreed by the Board as a part of its operational planning review, including hosting of the premier karate event in the National Karate calendar in Perth in 2020, the plan has adopted a focus on priority areas for 2020. Where initiatives are identified to be beyond 2020, the exact timing and staging of these initiatives will be determined at a planning review meeting in 2020.

Where possible actions that have been identified for the 2020-23 period will be brought forward where there is capacity to do so.

## Objectives

The objective of this strategy & plan is to

1. Develop a more effective organisation; and
2. Promote a positive environment for volunteers to participate in karate.

## Scope

The workforce plan includes the strategies and plans to develop the workforce associated with delivering the functions of the WAKF and included both volunteers and paid staff.

As at 2019, the WAKF has a total of two paid staff, six Board members (volunteers) and 50-100 volunteers that serve the WAKF and its members.

Functions that are considered ongoing and part of the roles and functions of established governance bodies are not reproduced in this plan.



## Pillar 1: Planning and Development

### Insights

- The WAKF is predominately administrated by volunteers.
- Paid workforce capacity is limited to State Administrator, and Executive officer
- Project and Governance work is largely contracted out.
- WAKF has limited resources (staff, funding and time)
- There is a potential gap between HR strategies to the strategic objectives of the business.
- All formal HR policies and processes need to comply with Australian workplace law.

### Strategies

- HR responsibility and ownership is clear and prioritised in association with the WAKF Strategic Plan to enable the delivery of the objectives of the organisation.
- Policies, processes, structures and mechanisms are developed and are in place.
- Critical roles within the organisation are identified, communicated and targeted for now and into the future (2021 and beyond)

### Priority actions to be completed in year 1 (2020)

What will we do	By who	Examples of how will we know
Appoint a designated Board Member to be responsible for all HR related matters	Board	Designated Board member appointed
The role and responsibilities with respect to HR matters shall be documented	Board	Board charter will be updated
Review and update all contracts and role statements for paid staff	Board	All paid staff have a current contract and role description

### Actions to be undertaken in years 2 to 3

- Incorporate the needs of the workplace strategy and plans into annual strategic and operational planning reviews
- Identify critical roles within the organisation, their key responsibilities and develop a talent strategy for the future, including
  - Leadership Roles
  - Enabler Roles
  - Delivery Roles
- Research and apply for funding opportunities that will be able to assist WAKF to deliver on the strategic plan and workforce plan objectives



## Pillar 2: Attract and Recruit

### Insights

- Decline in volunteer participation across the sporting sector.
- WAKF will use existing networks, advertising, referral systems, and headhunting to target specific talent. The process ensures diversity and consistency.
- SSA Board positions require 50% female representation.
- Gender Diversity Report for WA Karate Federation (June 2017) identified areas for improvement.

### Strategies

- The value of volunteering for the WAKF is promoted.
- WAKF identifies talent and important members of the association and has strategies to keep them in our sport
- Quality recruitment practices are used to support and enable quality selection of all roles

### Priority actions to be completed in year 1 (2020)

What will we do	By who	Examples of how will we know
An Induction Process is developed and embedded and consistently used for Board Members and paid staff.	Executive officer	An Induction Process is embedded in the association.
A HR Handbook is developed and implemented	Executive officer	A HR Handbook is developed that outlines key HR policies and processes.
Fill appointed Director vacancy to meet skills requirements and representative of membership diversity	Board	Vacancy filled
Recognise and promote contributions and opportunities for volunteers in our sport	Board	A minimum of 12 posts/content updates included on social media.

### Actions to be undertaken in years 2 to 3

- Develop Board skills and diversity matrix; gaps are identified and communicated as part of the Board Nomination Process and the advertising of appointed positions.
- Identify diverse talent to fulfil the roles into the future and develops strategies to keep them in the sport.
- Outline the recruiting process for employees, appointed Board Members and other critical roles within the organisation.
- Conduct a survey of all volunteers including referees, coaches and table officials to gain insight into their views and improvement areas.
- Consider grant opportunities to recognise volunteers at an event or activity as part of Volunteering WA Week or National Volunteer Week



## Pillar 3: Support

### Insights

- Upskilling volunteers may improve the quality and consistency of the service the association provides to the members and the community.
- People need to enjoy their experiences, to continue with, participate and maintain membership with the WAKF.
- Learning outcomes need to link directly to the capability of the association and the individual.

### Strategies

- Ensure that people have the appropriate skills and attributes to deliver quality experiences.
- Build sustained expertise through investment in the capability of volunteers and staff.
- Promote a positive workforce culture and environment within WAKF.

### Priority actions to be completed in year 1 (2020)

What will we do	By who	Examples of how will we know
Adopt Health and Wellness policies and practices that will assist the Board in maintaining a positive culture throughout the association.	Board	At least 3 policies reviewed and updated linked to health and wellbeing

### Actions to be undertaken in years 2 to 3

- Provide workshops, clinics and courses in WA where both internal and external resources are used to increase the knowledge WA coaches, referees and officials
- Identify specialist skills and resources within WAKF. The resources are documented, available and shared amongst the community.
- Provide industry forums /workshops for coaching and club development.
- Encourage board members, staff and identified coaches and referees to undertake suitable qualifications and courses as professional development for their roles



## Pillar 4: Retain

### Insights

- Many state sporting organisations experience a high turnover in board, staff and volunteers.
- In not for profits, several people may do a significant amount of work with little or no help, recognition or remuneration.
- Effective HR Management benefits the entire association.
- There needs to be a clear link between the association goals and those of the individuals.

### Strategies

- Knowledge is shared and retained within the organisation through collaboration and succession planning.
- Performance management and recognition mechanisms for employees and volunteers are developed and implemented.
- Ensure clear communication is maintained across the association, regarding strategic direction, allowing for early adaptation in the event of a change.

### Priority actions to be completed in year 1 (2020)

What will we do	By who	Examples of how will we know
Adopt appropriate measures to recognise the contribution of volunteers as part of National championships	Board (with assistance of planning committee)	Recognition of volunteers incorporated into event design

### Actions to be undertaken in years 2 to 3

- Ensure WAKF associations have appropriate succession plans in place, and current staff and key volunteers are documenting knowledge.
- Implement a volunteers sub-committee of the Board
- Implement a performance management system for employees.
- Identify and implement strategies of recognition such as awards, appreciation gifts, thank you opportunities.



## Revision History

Version	Date Reviewed	Date Endorsed	Content Reviewed/ Purpose
0	Dec 2019		Initial Draft
1	Dec 2019	Dec 2019	The WAKF Board endorsed the 2020 – 2022 Workforce Strategy and Plan