



**DEVELOPING A WORKFORCE FOR AN ACTIVE  
NATION: PLANNING, EVALUATION AND  
IMPACT ASSESSMENT**

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# WHO IS THIS GUIDE FOR?

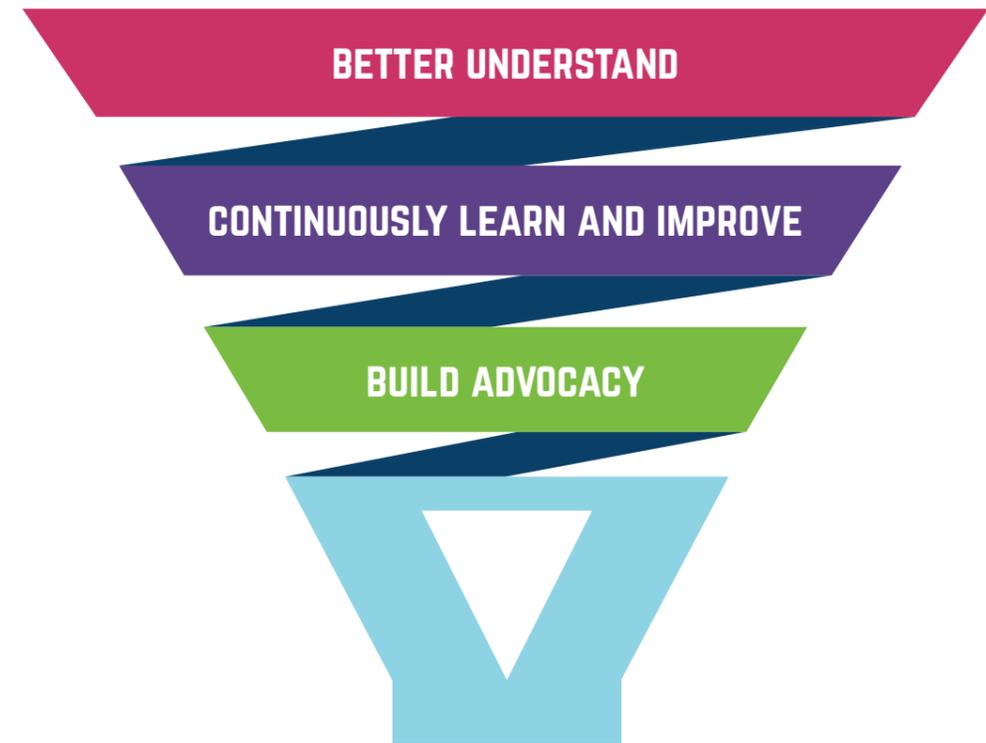
This guide is for organisations that recruit, develop and deploy a sport and physical activity workforce. We would encourage individuals within organisations who have a responsibility for the workforce to read this guide.

This may be individuals with an overarching role or a role that focuses on one aspect like coaching, volunteering or club and community development.

# HOW CAN THIS GUIDE HELP YOU?

The guide aims to help organisations improve the understanding of their workforce, learn about areas relevant to their needs to inform future delivery and improvement and provide evidence to advocate for the role and value of the workforce in organisations and more widely in the sector.

We have developed the guidance so that it can be used by a diverse range of organisations and it can be used flexibly to focus on areas that organisations would find most useful.



**IMPROVE THE WAY IN WHICH WE COLLECTIVELY MEASURE AND EVALUATE THE EFFECTIVENESS OF THE WORKFORCE**

# WHY IS IT IMPORTANT TO UNDERSTAND THE WORKFORCE?

From coaches, volunteers and helpers to officials, administrators and paid employees, the sport and physical activity industry is built on inspirational people making the difference to the lives of others. The workforce plays a significant role in shaping the experience of the participant and can often determine whether an individual receives a positive or negative experience of sport and physical activity. Our objective is to support organisations to develop a diverse workforce that is highly skilled, motivated and valued, to ensure that everybody has the opportunity to have a good experience in our sector. This guide is part of our work with partners to gather further evidence and insight to support us to work towards achieving this objective.

The guide is aligned with the objectives in our [three people strategies](#); Volunteering in an Active Nation, Coaching in an Active Nation and Working in an Active Nation. Consultation with a number of internal colleagues and external partners highlighted an opportunity for us to

improve the way we measure and evaluate the effectiveness of the workforce in the sector and to take a shared approach that could be used across the sector. This can enable useful comparisons between projects and initiative and improve the collective quality of the evidence – helping us all to demonstrate the value and impact of the workforce more effectively and identifying ways in which to improve our approach to delivery. For example, learning generated at scale will be used to make insight-driven, customer-focused decisions about workforce development.

We also want to build the evidence base to demonstrate how a diverse customer-focused workforce contributes to the government's five strategic outcomes.

## SPORTING FUTURES: GOVERNMENT OUTCOMES

PHYSICAL WELLBEING

MENTAL WELLBEING

INDIVIDUAL DEVELOPMENT

SOCIAL AND COMMUNITY DEVELOPMENT

ECONOMIC DEVELOPMENT



# HOW TO USE THIS GUIDE

**THIS GUIDANCE IS UNDERPINNED BY AND FOCUSES ON TWO MAIN STRATEGIC OBJECTIVES;**

- 1. CREATE A MORE DIVERSE AND REPRESENTATIVE WORKFORCE**
- 2. DEVELOP A SECTOR WHERE WORKFORCE BEHAVIOUR CREATES A POSITIVE EXPERIENCE FOR CUSTOMERS**

This guidance will help organisations to understand what it is that they wish to learn from their projects and programmes in relation to these areas.

The guidance is intended to be used alongside other existing resources such as our [Evaluation Framework](#) and [Volunteering Evaluation Guidance](#). Organisations do not need to replace their existing approach with this one, instead we hope they can consider how it can complement what is already working and add value by suggesting what additional areas of focus or information could help to develop their understanding of the workforce they engage with. Please view a list of useful resources later in this document for further information.

This guidance is not intended to set out in detail what information an organisation should collect but it provides some suggested evaluation objectives, linked to our strategic objectives which will help with planning where to focus your evaluation and gives some practical guidance to support implementation, including suggested information to collect and some example questions. Other resources listed in this guide, like the Evaluation Framework and Volunteering Evaluation Guidance include question banks which include relevant questions that could be applied in the context

of workforce evaluation. For example, organisations that are required to meet the Tier 3 Governance Code for Sport could use this guidance to inform the questions they ask within their professional workforce survey.

## PRINCIPLES OF WORKFORCE DEVELOPMENT

Each of the objectives are underpinned by workforce principles. These [principles](#) have been developed by UK Coaching and are informed by insight gathered from a diverse range of their partners. In the context of this guide the principles have been used to show how the information you collect can be used to support several key areas of workforce development. You may not want to focus on all of the principles but we would expect to see connections between one or two principles and your projects and programmes.



# STRATEGIC OBJECTIVES

PRINCIPLE OF WORKFORCE DEVELOPMENT	OBJECTIVE 1 - CREATE A MORE DIVERSE AND REPRESENTATIVE WORKFORCE
<b>UNDERSTAND YOUR WORKFORCE</b>	<ul style="list-style-type: none"> <li>• Capture demographic information on who your workforce is, (i.e. gender, age, ethnicity, disability, socio-economic group)</li> <li>• Understand their motivations and lives (i.e. why do they work, coach, volunteer)</li> </ul>
<b>GETTING THE RIGHT PEOPLE</b>	<ul style="list-style-type: none"> <li>• Capture information on how you recruited your workforce (i.e. what works and doesn't work in getting a diverse and representative workforce e.g. marketing channels, interviews)</li> <li>• Track if different approaches work better for different groups (e.g. for younger people compared with older people)</li> </ul>
<b>MOBILISING PEOPLE</b>	<ul style="list-style-type: none"> <li>• Capture information on the knowledge, skills and behaviours being used by your workforce (i.e. does your workforce meet professional standards, have the capabilities to meet the needs of its audience)</li> <li>• Track if skills and knowledge/qualifications differ amongst different groups</li> </ul>
<b>LOOKING AFTER PEOPLE</b>	<ul style="list-style-type: none"> <li>• Capture information on the satisfaction/experience that your workforce is having (i.e. are your workforce happy at work? Do they feel valued by their manager? Are they receiving training opportunities?)</li> <li>• Track if satisfaction is different for different groups</li> </ul>
<b>DEVELOPING PEOPLE</b>	<ul style="list-style-type: none"> <li>• Capture the support your workforce needs and any skill/knowledge gaps (i.e. behaviour change, use of technology, coaching skills)</li> <li>• Find out to what extent the needs vary for different groups (e.g. mentoring, coach development, one-to-one support, specific role training)</li> <li>• Track how the involvement of different groups varies over time (e.g. are some groups more/less likely to remain involved or progress in their roles? )</li> </ul>

PRINCIPLE OF WORKFORCE DEVELOPMENT	OBJECTIVE 2 - CREATE A SECTOR WHERE WORKFORCE BEHAVIOUR CREATES A POSITIVE EXPERIENCE FOR CUSTOMERS
<b>UNDERSTAND YOUR CUSTOMERS</b>	<ul style="list-style-type: none"> <li>• Capture information on who your current and potential customers are (i.e. gender, age, ethnicity, disability, socio-economic group)</li> <li>• Understand their motivations and lives (i.e. how do they feel about being active)</li> </ul>
<b>GETTING THE RIGHT PEOPLE</b>	<ul style="list-style-type: none"> <li>• Explore how representative the workforce is of the customers and/or target population</li> <li>• Capture how a representative workforce impacts participant experience</li> </ul>
<b>MOBILISING PEOPLE</b>	<ul style="list-style-type: none"> <li>• Explore how well the knowledge, skills and behaviours of the workforce are matched to the needs of the customers (i.e. do they have the knowledge, skills and behaviours to provide positive experiences?)</li> </ul>
<b>LOOKING AFTER PEOPLE</b>	<ul style="list-style-type: none"> <li>• Capture information on the satisfaction/experience that your customers are having, (i.e. are your workforce's customers having positive experiences?)</li> <li>• Find out what the workforce can do to improve customers' experiences</li> </ul>
<b>DEVELOPING PEOPLE</b>	<ul style="list-style-type: none"> <li>• Capture the support your workforce requires to better meet the needs of their customers (e.g. mentoring, coach development, one-to-one support, online training, formal learning)</li> </ul>

# EVALUATING THE WORKFORCE EXAMPLE QUESTIONS

THE APPROACH YOU TAKE TO COLLECT DATA IS UP TO YOU AND YOUR ORGANISATION. HOWEVER, BELOW ARE A FEW EXAMPLE QUESTIONS AND PRACTICAL TIPS TO INFORM YOUR THINKING. WE ENCOURAGE YOU TO ALSO TAKE A LOOK AT OUR EVALUATION FRAMEWORK TO HELP YOU WORK OUT WHAT APPROACH IS BEST FOR YOU.

PRINCIPLE OF WORKFORCE DEVELOPMENT	OBJECTIVE 1 - CREATE A MORE DIVERSE AND REPRESENTATIVE WORKFORCE
<p><b>UNDERSTAND YOUR WORKFORCE</b></p>	<ul style="list-style-type: none"> <li>Refer to Sport England <a href="#">Question Bank</a></li> </ul> <p>* Did you start volunteering/coaching/working for (insert name of group, club or organisation) for any of the following reasons? (please select all that apply):</p> <ul style="list-style-type: none"> <li>I wanted to improve things/help people</li> <li>I wanted to meet people/make friends</li> <li>The cause was really important to me</li> <li>My friends/family did it</li> <li>It was connected with the needs of my family/friends</li> <li>I felt there was a need in my community</li> <li>I thought it would give me a chance to learn new skills</li> <li>I thought it would give me a chance to use my existing skills</li> <li>It helps me get on in my career</li> <li>It's part of my religious belief to help people</li> <li>It's part of my philosophy of life to help people</li> <li>It gave me a chance to get a recognised qualification</li> <li>I had spare time to do it</li> <li>I felt there was no one else to do it</li> <li>I played/participated in the sport</li> <li>My child played/participated in the sport</li> <li>None of these</li> <li>Other</li> </ul>
<p><b>GETTING THE RIGHT PEOPLE</b></p>	<p>* How satisfied were you with our overall recruitment process?</p> <ul style="list-style-type: none"> <li>Very satisfied</li> <li>Somewhat satisfied</li> <li>Neither satisfied or dissatisfied</li> <li>Somewhat dissatisfied</li> <li>Very dissatisfied</li> </ul> <p>* What are some things that you think we could improve about our recruiting process? Free Text</p>

<p><b>MOBILISING PEOPLE</b></p>	<p>* To what extent do you agree or disagree with the following statements</p> <ul style="list-style-type: none"> <li>I feel able to deliver a good experience for those I seek to engage with</li> <li>I feel well supported</li> </ul> <p>Definitely agree/Tend to agree/Tend to disagree/Definitely disagree</p>
<p><b>LOOKING AFTER PEOPLE</b></p>	<p>* Do you feel that you get enough recognition for the volunteering/coaching/work you do? Yes/No/Don't know</p> <p>*To what extent do you agree or disagree that your volunteering experience with [insert name of group, club or organisation] is</p> <ul style="list-style-type: none"> <li>Enjoyable</li> <li>Rewarding</li> </ul> <p>Strongly agree/Agree/Neither agree or disagree/Disagree/Strongly disagree</p>
<p><b>DEVELOPING PEOPLE</b></p>	<p>* Have you yourself received any training or induction at all from [insert name of group, club or organisation]? (please include any initial training and any training at a later date) Yes/No/Was already trained</p> <p>* How adequate do you feel the training was? Very adequate/Fairly adequate/Fairly inadequate/Very inadequate</p> <p>* What type of support would help you provide an improved experience for those you are seeking to engage? Free Text</p> <p>* If there is one thing you would like to see change at [insert name of group, club or organisation] in terms of your personal development as a volunteer/coach/professional, what would that be? Free Text</p>

# UNDERSTANDING THE CUSTOMER EXAMPLE QUESTIONS

BELOW ARE SOME EXAMPLE QUESTIONS THAT YOU MAY FIND HELPFUL IN UNDERSTANDING THE CUSTOMER YOUR WORKFORCE ENGAGES

PRINCIPLE OF WORKFORCE DEVELOPMENT	OBJECTIVE 2 - CREATE A SECTOR WHERE WORKFORCE BEHAVIOUR CREATES A POSITIVE EXPERIENCE FOR CUSTOMERS
UNDERSTAND YOUR CUSTOMERS	<ul style="list-style-type: none"> <li>Refer to Sport England <a href="#">Question Bank</a></li> </ul> <p>* In the past seven days, have you done any of these activities?</p> <ul style="list-style-type: none"> <li>A continuous walk lasting at least 10 minutes</li> <li>A cycle ride</li> <li>A sport, fitness activity (such as gym or fitness classes), or dance</li> <li>None of these</li> </ul>
GETTING THE RIGHT PEOPLE	<p>* How important is it that the person coaching/volunteering/working with you is one of the following:</p> <ul style="list-style-type: none"> <li>Looks like you</li> <li>Understands you</li> </ul> <p>Very important/Quite important/Not very Important/Not at all important</p>
MOBILISING PEOPLE	<p>How influential is the volunteer/coach/professional as to whether you come again?</p> <p>Completely/Somewhat influential/A little/Not at all</p> <p>* Does the volunteer/coach/professional meet your needs when taking part?</p> <p>Completely/Somewhat/A little/Not at All</p>
LOOKING AFTER PEOPLE	<p>* To what extent do you agree with the following statement</p> <ul style="list-style-type: none"> <li>My sport and physical activity experience is enjoyable</li> <li>I would recommend it to a family member/friend</li> <li>My volunteer/coach/manager help to make my experience enjoyable</li> </ul> <p>Strongly agree/Agree/Disagree/Strongly disagree</p> <p>* How can the volunteer/coach/professional improve your experience?</p> <p>Free Text</p>
DEVELOPING PEOPLE	<p>* What type of support do you need from the volunteer/coach/professional to ensure you come back to the next session?</p> <p>Free Text</p>

We would encourage you to consider adopting both qualitative (e.g. interviews and focus groups) and quantitative (e.g. surveys and questionnaires) methods to obtain richer data. Refer to our [Evaluation Framework](#) for further information.

Consider discussing any adopted approach with the insight and evaluation teams or leads in your organisation. They may be able to support you to implement some of the approaches in this guide and help you to gain wider buy-in and support. It can also help to identify opportunities to integrate some of the questions into existing surveys or evaluation.



# HOW THIS GUIDANCE DIFFERS TO THE SPORTS GOVERNANCE CODE TIER 3 PROFESSIONAL WORKFORCE SURVEY

Organisations who are required to meet Tier 3 of the [Sports Governance Code](#) are asked to complete an annual professional workforce survey. This guide can help to inform your professional workforce survey by providing some suggestions of

questions to include, but it serves a different purpose. The table below aims to summarise the differences and provide clarity on how they can complement each other.

WORKFORCE EVALUATION GUIDANCE	GOVERNANCE CODE TIER 3 PROFESSIONAL WORKFORCE SURVEY
<ul style="list-style-type: none"> <li>Aims to support the entire sector</li> </ul>	<ul style="list-style-type: none"> <li>Aims to understand the views of employed staff within Tier 3 organisations</li> </ul>
<ul style="list-style-type: none"> <li>To be used as guidance to support projects, programmes and organisations at all levels from local to national</li> </ul>	<ul style="list-style-type: none"> <li>Aims to support partners to meet a specific aspect of the Tier 3 Sports Governance Code</li> </ul>
<ul style="list-style-type: none"> <li>An ever-present reference point to assist our understanding around how the sector recruits, looks after, mobilises and develops the workforce</li> </ul>	<ul style="list-style-type: none"> <li>A survey completed annually by Tier 3 organisations</li> </ul>

# SHARING YOUR LEARNING

This guide is here to help us gather further insight and evidence to inform how we work together towards our shared vision for a more representative workforce that can support us to deliver more positive experience in sport and physical activity for participants. Using this guidance and sharing your findings with us can help us to ensure that the learning can be shared and used to inform future decision making and delivery across the sector. As a more consistent approach to workforce evaluation becomes embedded within the sector we will collectively be better placed to influence decision making and delivery across our organisations, to improve the impact the workforce has on helping our nation become more active.

You can share your findings with us in a format that is most appropriate for you. This can be a summary of headline findings or it could be a more formal report or publication. We would not expect you to share raw data or personal data with us. If you require further support regarding the use of this guide or in shaping your approach we would be happy to offer advice and guidance.

**Good Luck!**

## USEFUL RESOURCES

[Sport England Evaluation Framework](#)

[Sport England Evaluation Framework Question Bank](#)

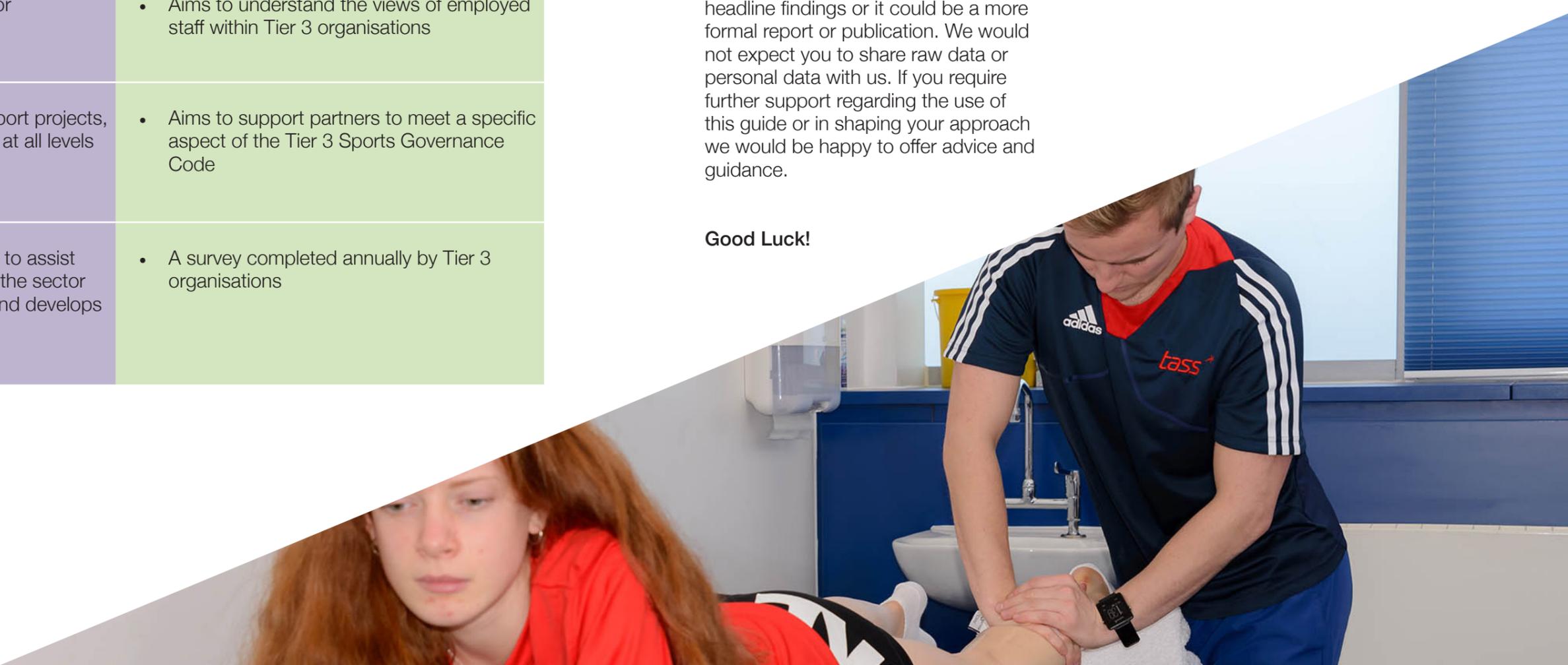
[Sport England Research Guide](#)

[Volunteering Evaluation Guidance](#)

[Volunteering Survey](#)

[UK Coaching Workforce Principles](#)

If you would like to ask us questions, share your results or receive support please contact us via:  
[workforceteam@sportengland.org](mailto:workforceteam@sportengland.org)





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