



VACANCIES

Sport, Recreation & Fitness

Vacancy Analysis Survey

June 2016



1. INTRODUCTION

As the custodian for skills planning, CATHSSETA conducts research to identify skills imbalances in the arts, culture and heritage industry. This information enables CATHSSETA to make informed decisions and investments on skills planning in the industry. Therefore, a critical element in the skills planning mix is the identification of skills shortages.

Hence, this study identifies skills shortages in the sport, recreation and fitness industry.

2. SKILLS SHORTAGES

Skills shortages may result in imbalances or disequilibrium in the labour market leading to bottlenecks or inefficiencies. Therefore, it is necessary to identify skills shortage and determine the reasons for such shortages currently and in the future.

Skills Shortage: *The demand for workers for a particular occupation is greater than the supply of workers who are qualified, available and willing to work under existing market conditions.¹ A more precise term to use is “occupation shortage” instead of “skills shortage”, although the latter seems to be commonly used internationally.*

It is necessary to keep the following in mind when measuring skills shortages:

- A skills shortage may be relative to location, equity considerations, work conditions, work experience or quality concerns. People may possess the qualifications, experience and skills but are unwilling for a variety of reasons to fill the post.
- In practical terms, skills shortages tend to be interpreted or measured as difficulties in filling vacancies.² This is far the strongest indicator for measuring skills shortages in the labour market.
- This means that a shortage in an occupation is the aggregation of hard-to-fill (HTF) vacancies across firms. These vacancies are those that remain unfilled after a certain period of time despite of all reasonable efforts by the firm.
- This data enables us to obtain information on the following: vacancy rates (the number of vacancies); vacancy duration (length of vacancies); the severity of the vacancy (how difficult to recruit); and the degree of completion for the vacancies (the number of applications for the vacancies).
- Some researchers draw a clear line between “skills shortage and hard-to-fill vacancies” (the people with the right skills just do not exist) and other hard-to-fill vacancies (the

¹ Shah, C. & Burke, G. 2003. Skills shortages: concepts, measurements and implications, Monash University, Working Paper 52, November.

² Shah, C. & Burke, G. 2003. Skills shortages: concepts, measurements and implications, Monash University, Working Paper 52, November.

people with the right skills do exist, but they do not apply for positions because of non-skills related factors, e.g., location of work)³.

- Not every HTFV is a consequence of a skills shortage or a supply-side deficit.
- Therefore, data is gathered on skills shortage [related] vacancies (SSV) and other HTFVs [not skills related].

3. RESEARCH METHODOLOGY

The research methodology for this study comprises 3 steps:

- Engagements with CATHSSETA to generate a list of occupations. These occupations included generic occupations such as general manager and office manager, as well as industry-specific occupations such as players, coaches, sports scientists, and so on.
- Conduct an online survey of stakeholders to determine if occupations on the list are experiencing a shortage and reasons thereof.
- Host a workshop with industry participants to discuss survey findings.

4. VACANCY ANALYSIS SURVEY

The list of occupations obtained from CATHSSETA formed the basis of the survey questionnaire wherein industry respondents were prompted to identify which occupations were in shortage supply currently and possibly in the future.

Hard-To-Fill Vacancies (HTFVs) act as a proxy for skills shortages. Respondents were asked to identify if they had any positions that had been vacant for ***longer than 6 months***.

For each HTFV, respondents were further asked to identify:

- The reason for the shortage currently and possibly in the future.
- The implications of a skills shortage for the employer.

Respondents were also offered the opportunity to enter occupations not included on the questionnaire with the same follow up questions probing the reason and implications of the skills shortage.

³UKCES. 2010. A Theoretical Review of Skills Shortages and Skills Needs, Evidence Report 20, May: London.

A total of 191 stakeholders were identified from the CATHSSETA database. Of these:

- 30 had incorrect email addresses and the invitations bounced.
- 161 email invitations were successfully delivered.
- 109 emails were delivered and not read⁴.
- 44 completed questionnaires.

This translates to a 23% response rate which is very good. Furthermore, while the number of responses are not very high, they are sufficient to assume a normal distribution according to the Central Limit Theorem.

This translates to a 12.8% response rate. Unfortunately, the number of responses are not statistically significant despite numerous efforts to get employers to complete the online survey.

Since triangulation is used in this project, the findings of the survey can be corroborated with other sources of research evidence.

5. FINDINGS

The following can be gleaned from the survey:

- There was a disjuncture between the findings of the survey and the findings of the workshop. In the survey there was a fairly strong incidence of reported shortage in the following occupations (the number in brackets represents the proportion of respondents that indicated a skills shortage currently):
 - Biokineticist (43%)
 - Sports Scientist (45%)
 - Sports Coach or Instructor (48%)
 - Sports Development Officer (39%)
 - Sports Administrator (39%)
- The primary reason mentioned in the survey is the lack of qualifications which indicate a skills shortage. With the exception of *Sports Coach or Instructor*, the participants in the workshop stated that there was no skills shortage.

⁴ This figure will be overstated if respondents disable the read receipt function on their email client

- Anecdotal evidence suggests that it could be due to:
 - A specific skills competency that is missing, rather than the entire occupational qualification. In other words, there may be sufficient Sport Scientists but there may not be sufficient with knowledge and experience in a specific sports code.
 - Graduates may receive the relevant qualifications but end up working in a different industry. Biokineticists, for example, are sought after as medical representatives based on their strong anatomical knowledge.
- The most common implications for skills shortages from the survey are (in order of priority):
 - Reduced productivity
 - Loss of business to competitors
 - Reputational damage to company
 - Lack of innovation in developing new products or services
- There was agreement between survey and workshop participants of the dire need for coaches.
- The need is particularly dire in historically disadvantage communities where there was no provision of resources for sport.
- Therefore, respondents agreed that emphasis should be placed on training and development for coaches at both school and club level. If national teams are to reflect the demographics of the country, coaching structures are a priority.
- In terms of the generic occupations, the following two were mentioned by at least 1 in 4 respondents:
 - **Facilities Manager (25%):** The main reason cited was a lack of appropriate qualifications. Since this is not an occupation in short supply in the labour market, it is more a skills gap.
 - **Programme / Project Administrator (27%):** The primary reason for shortages was that the industry was not competitive in terms of remuneration.
- There were 7 occupations that were identified as skills shortages. From these, 4 were identified as skills shortages due to a lack of skills and are listed in the table below. The interventions to close the gaps in management and the golf course occupations relate to work experience. Therefore, pathways need to be articulated and opportunities for exposure and development created. This will create a pipeline into these occupations and close the gap in a relatively short space of time.

Additional Occupation	Reason	Implications
Greenkeeper & Golf Course Worker	Lack sufficient and/or appropriate experience	Quality of products and services reduced Reputational damage to company
Assessor	Lack of relevant qualifications	Reduced productivity
Operations Managers	Lack sufficient and/or appropriate experience	Outsourcing work to others

- In sport, recreation and fitness, there are skills gaps rather than occupational shortages. Amateur sport clubs and associations rely on volunteers and budgets are small. Therefore, a focus should be on targeted skills programmes.
- Skills shortages that are expected in the future are similar to current shortages.

Occupation	Respondents	Reason	Implication
Biokineticist	48%	Lack of relevant qualifications and/or sufficient and/or appropriate experience	Reduced productivity
Sports Scientist	41%		Loss of business to competitors
Sports Coach or Instructor	39%		Lack of innovation in developing new products or services

6. CONCLUSION

Skills shortages in the sport, recreation and fitness industry are low currently and in the future. Respondents in the survey as well as participants in the workshop indicated skills gaps rather than shortages.

APPENDIX A – ONLINE SURVEY QUESTIONNAIRE



The CATHSSETA is conducting a job vacancy and skills shortage survey for the Sports, Recreation and Fitness industry.

The findings of this survey will feed into the Sector Skills Plan. This Workplace Survey will provide valuable information on the demand side of the labour market. It will collect information from CATHSSETA, employers on hard-to-fill jobs and their impacts for employees, as well as current and future skills shortage vacancies in the economy.

Human resources professionals and employers will obtain unique insights into both the nature and extent of recruitment difficulties and skills shortages in the labour market as well as valuable information on industry training needs.

As the respondent, you will benefit from completing this questionnaire by having the ability to use the data to establish benchmarks for your company's labour dynamics.

The data reported on this questionnaire will be treated in strict confidence. We do not require your name or that of your company.

For technical assistance please call 011 867 0786 or for administrative support email info@research.co.za.

1. Which province is your company located in?

- Gauteng
 Kwa-Zulu Natal
 Western Cape
 Eastern Cape
 Free State
 Mpumalanga
 Limpopo
 North West
 Northern Cape
 Other (Please specify) _____

2. How many permanent employees do you employ?

- 1 - 49
 50 - 149
 150+

CURRENT Hard to Fill Vacancies

The purpose of this section is to identify **HARD-TO-FILL VACANCIES (HTFVs)** that your company **CURRENTLY** has and the reasons for the HTFVs. **HARD-TO-FILL VACANCY(IES)** refers to an occupation in your company that takes longer than 6 months to find a suitable candidate.

Please examine the occupations listed. For each that you would **CURRENTLY** classify as hard to fill in your organisation, indicate the reason and implications of this vacancy by selecting the most appropriate response from the dropdown boxes.

	3. What do you believe is the main reason for this vacancy to be hard to fill?	4. What are the implications of this vacancy being hard to fill?
(a) Director (Enterprise / Organisation)	-Select- -Select-	-Select- -Select-
(b) Office Manager	Lack of relevant qualifications	Reduced productivity
(c) General Manager	Lack sufficient and/or appropriate experience Remuneration and employment conditions	Loss of business to competitors Reputational damage to company
(d) Small Business Manager	Location of job / post Demanding working hours (shift work etc)	Lack of innovation in developing new products or services Relationship problems among staff
(e) Marketing Manager	Work permit or visa difficulties Equity considerations (race, gender and/or disability) Applicants' personality traits are not suited to the post or organisation.	Quality of products and services reduced Increase in operating costs Have difficulties introducing new work practices
(f) Public Relations Manager	Do not know	Outsourcing work to others Negatively affecting company growth
(g) Human Resource Manager	-Select- *	-Select- *
(h) Facilities Manager	-Select- *	-Select- *
(i) Financial Manager	-Select- *	-Select- *
(j) Accountant	-Select- *	-Select- *
(k) Program / Project Administrators	-Select- *	-Select- *
(l) Sponsorist	-Select- *	-Select- *
(m) Motivationalist	-Select- *	-Select- *
(n) Sports Scientist	-Select- *	-Select- *
(o) Sports Coach or Instructor	-Select- *	-Select- *
(p) Sports Development Officer	-Select- *	-Select- *
(q) Sports Administrator	-Select- *	-Select- *
(r) Club Membership Manager	-Select- *	-Select- *
(s) Sports Science Manager	-Select- *	-Select- *
(t) Sports Centre / Facility Manager	-Select- *	-Select- *
(u) Sports Official	-Select- *	-Select- *
(v) Athlete	-Select- *	-Select- *
(w) Footballer	-Select- *	-Select- *
(x) Golfer	-Select- *	-Select- *
(y) Jockey	-Select- *	-Select- *
(z) Fitness Instructor	-Select- *	-Select- *
(aa) Sports Umpire	-Select- *	-Select- *
(ab) Event Production	-Select- *	-Select- *
(ac) Green Keeper	-Select- *	-Select- *
(ad) Sports Reporter/Writer	-Select- *	-Select- *
(ae) Sports Massage Therapist	-Select- *	-Select- *
(af) Corporate Wellness Facilitator	-Select- *	-Select- *
(ag) Travel Consultant	-Select- *	-Select- *
(ah) General Clerk	-Select- *	-Select- *

If the occupations were not listed above, please specify the occupation that you currently find hard to fill, the reason and the implications of the shortage.

	5. Occupation / Job Title	6. What do you believe is the main reason	7. What are the implications of this vacancy being hard to fill?
(a) Other (Specify) 1	<input type="text"/>	-Select- -Select-	-Select- -Select-
(b) Other (Specify) 2	<input type="text"/>	Lack of relevant qualifications Lack sufficient and/or appropriate experience Remuneration and employment conditions Location of job / post	Reduced productivity Loss of business to competitors Reputational damage to company Lack of innovation in developing new products or services
(c) Other (Specify) 3	<input type="text"/>	Demanding working hours (shift work etc) Work permit or visa difficulties Equity considerations (race, gender and/or disability) Applicants' personality traits are not suited to the post or organisation. Do not know	Relationship problems among staff Quality of products and services reduced Increase in operating costs Have difficulties introducing new work practices Outsourcing work to others Negatively affecting company growth

Clear answers on page

Next >>

100%

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Online Survey Software powered by SurveyMonkey



The CATHSSETA is conducting a job vacancy and skills shortage survey for the Sports, Recreation and Fitness industry.

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Human resources professionals and employers will obtain unique insights into both the nature and extent of recruitment difficulties and skills shortages in the labour market as well as valuable information on industry training needs.

As the respondent, you will benefit from completing this questionnaire by having the ability to use the data to establish benchmarks for your company's labour dynamics.

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For technical assistance please call 011 867 8780 or for administrative support email info@research.co.za

Expected FUTURE Hard to Fill Vacancies

The purpose of this section is to identify HARD-TO-FILL VACANCIES (HTFVs) that your company EXPECTS TO HAVE IN THE NEXT 2 - 5 YEARS. HARD-TO-FILL VACANCY(HTFV) refers to an occupation in your company that takes longer than 6 months to find a suitable candidate.

Please examine the occupations listed. For each that you would classify as LIKELY TO BE hard to fill in your organisation IN THE FUTURE, indicate the reason and implications of this vacancy by selecting the most appropriate response from the dropdown boxes.

	8. What do you believe is the main reason for this vacancy to be hard to fill?	9. What are the implications of this vacancy being hard to fill?
(a) Director (Enterprise / Organisation)	-Select- -Select-	-Select- -Select-
(b) Office Manager	Lack of relevant qualifications Lack sufficient and/or appropriate experience Remuneration and employment conditions Location of job / post	Reduced productivity Loss of business to competitors Reputational damage to company Lack of innovation in developing new products or services
(c) General Manager	Demanding working hours (shift work etc) Work permit or visa difficulties Equity considerations (race, gender and/or disability) Applicants' personality traits are not suited to the post or organisation. Do not know	Relationship problems among staff Quality of products and services reduced Increase in operating costs Have difficulties introducing new work practices Outsourcing work to others Negatively affecting company growth
(d) Small Business Manager	-Select- -Select-	-Select- -Select-
(e) Marketing Manager	-Select- -Select-	-Select- -Select-
(f) Public Relations Manager	-Select- -Select-	-Select- -Select-
(g) Human Resources Manager	-Select- -Select-	-Select- -Select-
(h) Facilities Manager	-Select- -Select-	-Select- -Select-
(i) Financial Manager	-Select- -Select-	-Select- -Select-
(j) Accountant	-Select- -Select-	-Select- -Select-
(k) Program / Project Administrators	-Select- -Select-	-Select- -Select-
(l) Economist	-Select- -Select-	-Select- -Select-
(m) Biokineticist	-Select- -Select-	-Select- -Select-
(n) Sports Scientist	-Select- -Select-	-Select- -Select-
(o) Sports Coach or Instructor	-Select- -Select-	-Select- -Select-
(p) Sports Development Officer	-Select- -Select-	-Select- -Select-
(q) Sports Administrator	-Select- -Select-	-Select- -Select-
(r) Club Membership Manager	-Select- -Select-	-Select- -Select-
(s) Sports Science Manager	-Select- -Select-	-Select- -Select-
(t) Sports Centre / Facility Manager	-Select- -Select-	-Select- -Select-
(u) Sports Official	-Select- -Select-	-Select- -Select-
(v) Athlete	-Select- -Select-	-Select- -Select-
(w) Footballer	-Select- -Select-	-Select- -Select-

(x) Gaffer	-Select-	-Select-
(y) Jockey	-Select-	-Select-
(z) Fitness Instructor	-Select-	-Select-
(aa) Sports Umpire	-Select-	-Select-
(ab) Event Producer	-Select-	-Select-
(ac) Green Keeper	-Select-	-Select-
(ad) Sports Reporter/Writer	-Select-	-Select-
(ae) Sports Massage Therapist	-Select-	-Select-
(af) Corporate Wellness Practitioner	-Select-	-Select-
(ag) Travel Consultant	-Select-	-Select-
(ah) General Clerk	-Select-	-Select-

If the occupations were not listed above, please specify the occupation that you expect to find hard to fill in the future, the reasons and the implications of the shortage.

10. Occupation / Job Title	11. What do you believe is the main reason?	12. What are the implications of this vacancy being hard to fill?
(a) Other (Specify) 1	-Select-	-Select-
(b) Other (Specify) 2	Lack of relevant qualifications Lack sufficient and/or appropriate experience Remuneration and employment conditions Location of Job / post Demanding working hours (shift work etc) Work permit or visa difficulties Equality considerations (race, gender and/or disability) Applicants' personality traits are not suited to the post or organisation. Do not know	Reduced productivity Loss of business to competitors Reputational damage to company Lack of innovation in developing new products or services Relationship problems among staff Quality of products and services reduced Increase in operating costs Have difficulties introducing new work practices Outsourcing work to others Negatively affecting company growth
(c) Other (Specify) 3		

13. Any other comments relating to skills that are difficult to source?

Characters Remaining: 300

APPENDIX B - CURRENT SKILLS SHORTAGES

Occupation	Lack of relevant qualifications	Lack sufficient and/or appropriate experience	Remuneration and employment conditions	Location of job / post	Demanding working hours (shift work etc)	Equity considerations (race, gender and/or disability)	Applicants' personality traits are not suited to the post or organisation.	Do not know	Total	% respondents
Director (Enterprise / Organisation)	4	3	0	1	0	1	0	0	8	18%
Office Manager	0	2	1	0	0	0	0	0	3	7%
General Manager	4	2	3	0	1	1	1	0	8	18%
Small Business Manager	0	2	0	1	0	0	0	0	3	7%
Marketing Manager	3	1	1	0	1	2	0	0	7	16%
Public Relations Manager	0	1	0	0	1	0	0	2	4	9%
Human Resource Manager	2	1	1	0	0	2	0	0	5	11%
Facilities Manager	8	2	1	0	0	0	0	2	11	25%
Financial Manager	4	1	1	1	1	0	0	0	7	16%
Accountant	1	0	1	0	0	0	1	1	4	9%
Program / Project Administrators	8	4	7	0	1	0	0	2	12	27%
Economist	0	0	0	1	0	0	0	2	3	7%
Biokineticist	12	5	3	4	2	2	0	2	19	43%
Sports Scientist	14	7	3	0	1	0	2	2	20	45%
Sports Coach or Instructor	15	11	4	1	0	0	0	2	21	48%
Sports Development Officer	12	6	5	1	1	0	0	2	17	39%
Sports Administrator	12	7	5	1	1	1	0	2	17	39%

Occupation	Lack of relevant qualifications	Lack sufficient and/or appropriate experience	Remuneration and employment conditions	Location of job / post	Demanding working hours (shift work etc)	Equity considerations (race, gender and/or disability)	Applicants' personality traits are not suited to the post or organisation.	Do not know	Total	% respondents
Club Membership Manager	3	2	0	1	0	0	0	2	8	18%
Sports Science Manager	5	5	1	0	0	0	1	3	9	20%
Sports Centre / Facility Manager	1	0	0	0	1	0	0	3	5	11%
Sports Official	3	2	0	0	2	0	0	2	8	18%
Athlete	0	0	0	0	0	0	0	3	4	9%
Footballer	0	0	0	0	0	0	0	3	3	7%
Golfer	0	1	0	1	0	0	0	2	4	9%
Jockey	0	0	0	0	0	0	1	2	3	7%
Fitness Instructor	0	0	1	0	0	0	0	2	3	7%
Sports Umpire	0	1	1	0	1	0	0	3	5	11%
Event Producer	4	4	0	1	0	0	0	2	8	18%
Green Keeper	2	3	0	1	1	0	0	2	9	20%
Sports Reporter/Writer	1	1	0	1	0	0	0	2	6	14%
Sports Massage Therapist	0	1	0	0	0	0	1	2	5	11%
Corporate Wellness Practitioner	0	0	1	0	0	0	0	3	4	9%
Travel Consultant	0	0	0	0	1	0	0	2	3	7%
General Clerk	1	0	1	0	0	0	0	1	3	7%
Total	119	75	41	16	16	9	7	58	259	

APPENDIX C FUTURE SKILLS SHORTAGES

Occupation	Lack of relevant qualifications	Lack sufficient and/or appropriate experience	Remuneration and employment conditions	Location of job / post	Demanding working hours (shift work etc)	Equity considerations (race, gender and/or disability)	Applicants' personality traits are not suited to the post or organisation.	Do not know	Total	% respondents
Director (Enterprise / Organisation)	3	2	2	2	0	0	0	1	5	11%
Office Manager	1	0	0	0	0	0	1	0	2	5%
General Manager	3	2	1	0	1	1	1	0	7	16%
Small Business Manager	0	0	0	0	0	0	0	1	1	2%
Marketing Manager	0	0	0	0	1	0	0	0	1	2%
Public Relations Manager	0	1	0	0	0	0	0	0	1	2%
Human Resource Manager	1	3	0	0	0	0	0	0	4	9%
Facilities Manager	5	2	1	0	0	0	0	1	6	14%
Financial Manager	2	2	1	1	0	0	0	0	5	11%
Accountant	1	2	0	0	1	0	1	0	2	5%
Program / Project Administrators	5	5	1	0	0	0	0	1	6	14%
Economist	0	0	0	0	0	0	0	1	1	2%
Biokineticist	17	8	5	1	0	0	0	1	21	48%
Sports Scientist	16	9	4	1	0	0	0	1	18	41%
Sports Coach or Instructor	13	6	2	0	0	1	2	1	17	39%
Sports Development Officer	6	4	1	0	1	0	0	0	8	18%
Sports Administrator	1	1	1	0	0	0	0	1	2	5%
Club Membership Manager	1	1	1	0	0	0	0	0	3	7%
Sports Science Manager	0	0	0	0	0	0	0	1	1	2%

Sports Centre / Facility Manager	2	2	0	1	1	0	1	0	4	9%
Sports Official	1	1	1	0	0	0	0	1	3	7%
Athlete	0	0	1	0	0	0	0	1	2	5%
Footballer	0	0	0	0	0	0	0	1	1	2%
Golfer	0	1	0	1	0	0	1	0	3	7%
Jockey	0	0	0	0	0	0	0	1	1	2%
Fitness Instructor	1	0	0	0	0	0	1	0	2	5%
Sports Umpire	0	0	0	0	0	0	0	1	1	2%
Event Producer	1	1	0	0	0	0	0	1	2	5%
Green Keeper	3	4	2	1	0	0	1	1	8	18%
Sports Reporter/Writer	0	0	1	0	0	0	0	1	2	5%
Sports Massage Therapist	0	0	1	0	0	0	0	1	2	5%
Corporate Wellness Practitioner	0	0	1	0	0	0	1	0	2	5%
Travel Consultant	0	0	0	0	0	0	1	0	1	2%
General Clerk	0	0	0	0	0	0	0	1	1	2%
TOTAL	83	57	27	8	5	2	11	20	146	