Preseason Planning

Preface

The Key to Success Is Planning, and the Key to Planning Is Anticipation

Before embarking on Phase I exploring the foundational components of human resource activities in organizations, managers, supervisors, and future practitioners should understand the general size and scope of the sports industry to stay abreast of factors that may affect labor conditions and employment practices.

An industry analytics report estimated the size of the U.S. sports industry to be $498 billion and the global sports industry to be $1.5 trillion (Plunkett Research, 2015). The sports marketplace in the United States alone is predicted to reach $76.67 billion by 2020, according to an economic forecast that considers gate receipts, media rights, sports sponsorship, and merchandising (PricewaterhouseCoopers, 2016). The U.S. marketplace represents only a portion of the much larger and diverse sports industry landscape that is defined and segmented by multiple classification systems (see **Table 1**). Contributions to the economic impact, for example, include the revenue derived from the valuation of professional franchises, construction of sports facilities, recreation and leisure services, amateur sports (intercollegiate, scholastic, general public), national governing bodies (NGBs), and sports retail business.

TABLE 1: Segments of the Sports Industry			
Milano and Chelladurai (2011)	**Parks, Zanger, and Quarterman (1998)**	**Meek (1997)**	**Pitts, Fielding, Miller (1994)**
1. Sport consumption (Entertainment and Recreation; Products and Service; Advertising)	1. Intercollegiate sport	1. Sporting goods, footwear, and apparel	1. Sport performance
2. Sport-related government expenditures	2. Professional sport	2. Sponsorship, endorsements, radio, TV, newspapers	2. Sport production
3. Sport imports and exports (equipment)	3. Participant sport	3. Trading cards, video games, books tapes, magazines	3. Sport promotion
4. Sport investments	4. Campus recreation	4. Construction	
	5. Sport communication	5. Participant sports	
	6. Sport marketing	6. Sports medicine	
	7. Sport event and facility management	7. Admissions	
	8. Sports medicine and health promotion	8. Concessions and souvenirs	
	9. Sport tourism	9. Betting	
	10. Sport management and marketing agencies		
	11. International sport		
	12. Sport management education		

The material in Phase I addressing strategic human resource planning, employment law, compensation/benefits administration, and negotiations provides the foundation for managers and supervisors in sports organizations to advertise for vacancies, select and screen candidates, evaluate performance, design orientation and training programs, discipline employees, and renew a coaching contract. This information is relevant to understanding the human resource implications for mega-retail giants such as Under Armour and Nike as they grow their workforces. Under Armour, for example, announced a $5.5 billion project to build a 50-acre waterfront campus

in 2017 expected to assist the company in expanding its workforce fivefold to 10,000 people (Sherman, 2016). Nike's workforce of 62,600 reported in 2015 represents a 60% increase in 5 years (Manning, 2016).

The magnitude of Nike's and Under Armour's workforce expansion exemplifies the need for effective planning and preparation, which is the basis for the first phase of a textbook devoted to a managerial approach to human resources in sports. After all, how could Under Armour and Nike grow their workforces in a relatively short period without professionals who have amassed the foundational knowledge and competencies to effectively plan for vacancies and follow through with hiring, training, compensating, and evaluating employees?

Phase I begins with Chapter 1 addressing strategic human resource planning for establishing goals and action-oriented activities that directly align with the mission of the organization. Strategic human resource planning guides decision making and budget activities in areas such as recruitment, training, retention, performance management, and employee development. Whether involved in launching a business from the ground floor or in connection with one that is growing or downsizing, strategic human resource planning is beneficial for defining organizational capacity and personnel needs.

Chapter 2 addresses employment law. It is imperative that managers and supervisors involved in human resource activities are knowledgeable of the basic federal and state laws governing employment relationships and protecting the rights of employees. In addition to a general knowledge of laws, statutes, and regulations, it is important to have familiarity with the governing agencies overseeing certain employment areas and the entities most commonly associated with labor relations in the sports industry. An overview of employment law presents the opportunity to address fairly unique areas in sports, such as immigration practices and the unionization attempt of intercollegiate football players at Northwestern University. Although these legal issues may have little impact on the decisions and activities of managers and supervisors in recreational sports organizations, the information fits within the scope of employment and labor law while adding to the breadth of knowledge applied to human resource practices in the industry.

Chapter 3 addresses negotiation skills important to human resource functions in sports organizations. Managers and supervisors must have a basic understanding of the negotiation process for employment agreements and third-party vendor contracts, which are common in many sectors of

the sports field. The information also addresses negotiations tied to the collective bargaining process in professional sports, components of standard employment agreements, and the role of mediation and arbitration for dispute resolution.

Chapter 4 addresses compensation and benefits administration in sports organizations. The information includes a comprehensive overview of wages and benefits to effectively design compensation packages and develop processes for administering benefits and payroll. Sports organization supervisors and managers with staffing responsibilities often have some degree of involvement in determining the rate of pay for new hires, the annual wage increases for current employees, and the structure for allocating legal and voluntary benefits, such as bonuses, incentive pay, or vacation time. The smaller the organization (e.g., a private fitness facility), the greater the discretion and authority managers typically have in determining wage and benefit packages and the processes for administering these areas. In larger organizations, such as a giant global retail sports manufacturing firm, managers responsible for staffing still have some, albeit a smaller degree, of input into determining wages and benefits for employees.

The foundational components of human resources addressed in Phase I affirm the logical insight that the key to success is planning, and the key to planning is anticipation. In reviewing the four areas important in appropriately preparing for executing the human resource functions of staffing and supervision in sports organizations, it is evident that the planning stage is essential.

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X'S and O'S

STRATEGIC HUMAN RESOURCE PLANNING IN SPORTS ORGANIZATIONS

Strategic human resource planning is important in my job to ensure organizational, financial, and operational efficiency. It is critical to outline your plan to figure out the overall roles and positions required to staff appropriately, then to budget for these positions in coordination with your overall cash-flow plan.

I've always said, 'You can teach skills, but you can't teach passion.' This quote has been the foundation of my hiring process for some time. Needless to say, candidates must have the right credentials; however, the real key to finding the right people can be summed up in these three questions:

1. *Do they possess passion and drive?*
2. *Do they fit within your culture?*
3. *Do they have the skill set to succeed in this area?*

Being able to hire the right personnel is one of the outcomes of preplanning. Strategic human resource plans help to ensure staffing and labor needs will be met, which is critical for events with massive, global implications. To run a successful world championship event, a lot of planning in the area of human resources must be done ahead of time.

Meredith Scerba
Director, 2017 World Rowing Championships

LEARNING OUTCOMES

1. Identify the steps in the strategic planning process.
2. Distinguish between strategic organizational planning and strategic human resource planning.
3. Identify the applicability of internal and external assessment to analyze human resources in sports organizations.
4. Describe techniques for setting goals and objectives and for connecting key performance indicators in sports organizations.
5. Describe how strategic implementation charts can be used to drive performance measures in sports organizations.
6. Identify the role of evaluation in human resource planning for sports organizations.

KEY TERMS

Affinity chart	Human resource generalist	Nominal group technique
Assessment	Human resource specialist	PEST analysis
Balanced scorecard	Key performance indicators (KPIs)	SMART goal-setting
Benchmarking		Strategic plan
Brainstorming	Market analysis	Strategies
Dashboard	Mission statement	Strategy map
Delphi technique	Monitoring	SWOT analysis

Lead-Off

Most business professionals will concur that the most valuable asset of any company is its employees, which certainly resonates in the sports industry. A certified aerobics instructor with high energy will have a positive impact on member retention just as much as an innovative, entrepreneurial, business-minded health club manager or the director of a world championship event will likely have a positive impact on profitability. To achieve organizational success, it is imperative that managers in sports clubs, businesses, and organizations take a strategic approach to selecting, training, and managing their employees, regardless of whether they have the luxury of a separate and fully functioning human resource department.

A strategic approach to human resources and personnel management considers the mix, number, and performance of employees in relation to achieving organizational goals. It also considers how the functional areas of human resources are structured and managed to maximize organizational efficiency and effectiveness.

As a sports business grows with new members, new profits, an expanded facility, or greater responsibilities, it may become necessary to hire additional staff. On the contrary, as strategies change or business declines, it may become necessary to reduce the size of the workforce. It is necessary for sports organizations to develop a basic human resource plan for how to functionally operate, and it is equally important to use the planning process in all facets of human resource activities to determine the right number and right mix of employees. The ultimate goal is to find the most efficient and effective means to achieve strategic objectives.

The sporting news magazine laid off 12 writers and editors in 2012.

Consider the processes involved in the decision to lay off 12 writers and editors for *Sporting News* when the news company dropped its print magazine to provide strictly digital content after 126 consecutive years of publication. Exactly how the chief executive officer (CEO) and editor in chief arrived at the specific number and mix of reductions involved a careful analysis of labor-cost factors and an assessment of the resources needed to effectively and efficiently carry out the evolving mission as the world's leading digital sports media news source (Beaujon, 2012).

Linking human resource decisions to strategic thinking is an integral component of managing sports organizations. Strategic thinking allows for sports managers to implement decisions and processes that align with the basic business goals of maximizing the organization's efficiency and effectiveness. Human resource planning, for example, can assist managers to anticipate the impact improved technology may have on jobs, employees, and budgets or to determine the level of recruitment and training needed to derive the maximum benefits.

This chapter describes the relationship between human resource planning and organizational planning. The chapter additionally identifies the stages of the strategic planning process and provides information on common tools and practices used in the sports industry for addressing human resource planning. Initially, however, this chapter provides foundational information relating to occupations and primary roles in the field of human resources.

The Field of Human Resources

The field of human resources is one that crosses the spectrum of all businesses and industries. The functions related to human resources generally include recruiting, training and development, compensation administration, benefits administration, employee relations, workers' compensation administration, recordkeeping, budgeting, compliance, and strategic planning (see **Exhibit 1-1**). Depending on the size and nature of the organization, some of these functions may be assumed by a team of personnel, or they may be assigned to one specific individual.

Activities in human resources may involve placing advertisements with an online search engine company, tracking applications, and/or interviewing candidates. Individuals responsible for human resources may provide training to staff, or they may coordinate training efforts for certain departments. The varied responsibilities in the field encompass payroll processing, salary changes, wage ranges for employees, and administration of medical and dental plans. Responsibilities also include disciplining behavior violations, planning the annual company picnic, soliciting bids for health providers, and answering questions about benefit coverage and deductibles.

It is apparent in many sectors of the sports industry that a separate human resource department doesn't exist; therefore, managers and executives for minor league sport teams, recreation facilities, golf courses, and municipal recreation or aquatic departments perform the functions necessary to effectively staff, supervise, and administer payroll and benefits for the organization. The field of human resources is very broad, and the diverse nature of the different sectors of the sports industry is one where all types of structures exist to carry out human resource functions and roles.

Regardless of whether organizations support a stand-alone department, a strategic approach to human resources creates a strategic partner for management in aligning organizational priorities that affect employee needs and interests. As a strategic business partner, human resource professionals or individuals tasked with the roles of staffing and supervision are viewed as internal consultants who help managers build professional relationships with employees and help develop coaching, leadership, and delegation skills. When human resource roles and responsibilities are assumed by management, there is typically a natural alignment with organizational priorities. Understanding the primary occupations and roles in human resource management assists organizations in appreciating the all-encompassing nature of the field that is vitally important to operational effectiveness.

EXHIBIT 1-1: HUMAN RESOURCE DEPARTMENT FUNCTIONS

Employment and Recruiting

- Recruiting
- Background checks
- New employee orientation
- Employment verification
- Internship program
- Termination
- Turnover analysis

Training and Development

- Orientation of new employees
- Employee evaluations
- Tuition assistance
- Training
- Career development

Compensation

- Wage/salary administration
- Job descriptions
- Payroll administration
- Compensation structure management
- Reference inquiries

Benefits

- Vacation/sick-leave policies and administration
- Insurance benefits administration
  - Medical/dental/vision
  - Long-term disability
  - Short-term disability
  - Life
  - Supplemental life
  - Consolidated Omnibus Budget Reconciliation Act (COBRA)
- Unemployment compensation

(*continues*)

EXHIBIT 1-1: HUMAN RESOURCE DEPARTMENT FUNCTIONS (*CONTINUED*)

- Health Center memberships
- Pension/retirement plan administration
- 401(k) enrollment
- 401(k) funding
- Withdrawals
- Loans

Employee Relations

- Recreation/social programs
- Relocation
- Disciplinary procedures/corrective action
- Complaint procedures
- Exit interviews
- Award/recognition programs
- Policy administration

Personnel Records

- Personnel recordkeeping
- Promotion/transfer/separation processing
- Medical records

Workers' Compensation Administration

Strategic Planning

- Human resource forecasting/planning
- Organization development

Departmental Budget

Compliance/Reports

- Federal Labor Standards Act (FLSA)
- Family Medical Leave Act (FMLA)
- Equal Employment Opportunity Commission (EEOC)
- Occupational Safety and Health and Administration (OSHA)
- Health Insurance Portability and Accountability Act (HIPAA)
- Minimum wage

Immigration

HUMAN RESOURCE OCCUPATIONS

The Bureau of National Affairs (2015, p. iv) indicates that it is common for organizations to have at least one human resource professional for every 80–100 employees. From 2013 to 2015, however, budget constraints caused a slight decline from 1.3 to 1.1 human resource professionals per 100 full-time employees.

Determining the level of optimal human resources support goes well beyond the number of employees. If an organization has a high level of turnover that requires a high level of support along with recruiting, more human resource staff members are needed to support those recruiting functions. If the organization has relatively stable employees, resulting in little need for recruiting support, then there is less need for human resources support in the area of recruiting and likely less need for human resources support in general.

Individuals employed in human resource occupations are typically titled generalists, specialists, or administrative support assistants. An organization such as the Columbus Blue Jackets with a fully functioning separate human resource department may employ all three positions, whereas other sports businesses are fortunate if one individual assumes responsibilities for human resources.

Figure 1-1 depicts a portion of an organizational chart that focuses on the human resource department. The chart illustrates an organization with a vice president who reports directly to the president and three employees who report directly to the vice president of human resources. The vice president and human resource manager are considered generalists, whereas the payroll manager and benefits manager are considered specialists.

A **human resource generalist** has responsibilities and knowledge in more than one area of human resources. Generalists typically have a broad knowledge of human resource activities and provide work in a variety of functional areas. Generalists may be seasoned executives assuming a title such as vice president of human resources, or they may occupy a mid- to entry-level position, such as human resource manager. The organization with only one individual responsible for human resource activities will likely employ a generalist.

A **human resource specialist** is an individual who has an in-depth knowledge or degree of expertise in one specific area of human resources, such as compensation, benefits, or safety. These positions, apparent in larger sports organizations such as retail chains and professional leagues, are
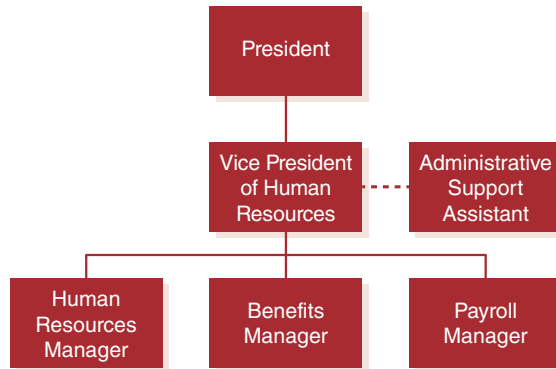
Figure 1-1 Sample organizational chart for Human Resource department

very specific to one area of human resources, such as a benefits manager or payroll specialist. These individuals likely have some familiarity with other areas of human resources, but they typically do not possess the broad knowledge of a generalist because their focus is on a specific functional competency.

The third type of occupational position held by human resources professionals is that of an administrative and support role. Individuals in these heavily task-oriented positions are often involved with coordinating human resources processes and procedures, such as recording time-card or vacation hours. Examples of titles for individuals in an administrative support position include Human resource assistant, employee benefit clerk, and payroll clerk.

HUMAN RESOURCE ROLES AND FUNCTIONS

The three general roles of human resource personnel or individuals who perform human resource activities are advisory, service, and control. In general, human resources should be considered a horizontal solution for supporting management while operating the administrative functions to keep the organization compliant with employment laws and associated regulations.

Advisory

In an advisory role to management and leadership, human resource personnel, or individuals tasked with these functions, act as a strategic business

partner. They gather information, analyze problems, and offer solutions. They provide ideas on strategies for staffing or redesigning a performance management system. They provide guidance on job descriptions or on processes to handle employee complaints. They provide guidance and leadership when an organization is dealing with change, such as the 2016 merger of two giant sports conglomerates International Management Group (IMG) and William Morris Endeavor (WME) or the 2012 acquisition of Adams Golf by TaylorMade. When morale needs a boost, they work with senior leadership to create incentives and/or experiences to increase employee satisfaction. When the company is feeling a pinch financially, the human resource arm provides guidance on cost savings if changing benefit service providers.

TaylorMade Golf is the official sponsor of Dustin Johnson, ranked number 1 in the PGA in 2017. Additional human resource services were necessary when TaylorMade acquired Adams Golf in 2011.

Service

The service role in human resources is provided when activities and functions support the leadership team and/or the employees. Posting a job on the National Collegiate Athletic Association (NCAA) Marketplace (online search engine) and reviewing job applications are examples of service roles, as are providing orientation for new employees and communicating changes in healthcare benefits.

Control

The control role in human resources is exemplified by establishing policies and rules for the organization, monitoring compliance with these policies and rules, and monitoring compliance with employment laws, such as the Family Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), and the Consolidated Omnibus Budget Reconciliation Act (COBRA). A YMCA manager who meets with an employee about FMLA questions and ensures that the proper COBRA paperwork is sent to a terminated employee demonstrate how the role of control is carried out in human resources. Another example of demonstrating the control function is revising summer vacation policies for university athletic coaches.

Linking Human Resource Planning to Organizational Planning

Many of the functions in human resources require effective planning. Individuals tasked with responsibilities and roles in human resources add tremendous value to both strategic and operational planning for an organization. A **strategic plan** is a document spanning several years that outlines an organization's strategies and directions in addition to the means to achieve specific goals. The plan addresses the relatively long-term needs of a business in a multitude of areas, whereas a strategic human resource plan specifically addresses the relatively long-term needs of a business in the area of personnel. A strategic human resource plan for a collegiate athletic office, for example, may address its organizational structure, workplace policies, leadership, additional personnel needs if adding a new sport, legal compliance, or the return on investment for instituting a wellness program. Linking the two (strategic human resource plans and strategic plans) provides the foundation for the alignment of personnel and policies to effectively carry out the goals and priorities of the business or association.

Human resource planning may be embedded in a strategic organizational plan, or it may be a distinct, stand-alone plan. Rarely will a strategic organizational plan not have a section devoted specifically to addressing personnel factors that can enhance the mission, goals, and values of the entire organization.

The NCAA requires member colleges and universities to access the strategic plan for their respective division (I, II, or III) prior to completing an institutional self-study guide (ISSG). Sections of the ISSG require information that forms the foundational components of a strategic plan, including the athletic department's mission statement and an analysis of the organizational structure and personnel. Many universities have required their athletic departments to create a strategic plan. For example, the strategic plan for the Purdue University Athletic Department, titled "Plan 2020," includes goals and the expectation that Purdue will "employ a diverse and qualified group of coaches, administrators and support staff in the athletics department and create an environment that provides opportunities and training for all staff equally" (Purdue University, 2014, p. 10). The plan also outlines a common set of values addressing "a commitment to inclusiveness—and the courage to lead" (Purdue University, 2014, p. 13).

Although the strategic organizational plan for most university and college athletics departments (e.g., the University of Carolina, Purdue University, and Ohio University) will incorporate a section on human resource activities, the University of Tennessee has a complete and separate strategic human resource planning document for the institution specifically focusing on personnel issues. The strategic resource plan forms the basis for implementing actions to achieve goals, strategies, and accountability measures in relation to recruitment, training, retention, performance management, and employee development. The University of Tennessee's plan includes priorities, implementation strategies, and a monitoring system for the categories of compensation, human resource technology and metrics, performance management, professional development, recruitment, workforce strategic planning, and work culture enhancement (University of Tennessee, 2015).

Strategic Planning Process

Strategic planning involves a long-term commitment in resources and requires major decisions. It is ideal for a strategic plan to extend for a period of several years (3–5) and to include a fairly large number of employees from different areas of the business in the process. A strong planning process provides a sense of ownership at all levels of an organization, allows for scrutiny of ideas, and provides a roadmap to keep employees focused on objectives. The process increases communication flow within the organization, and the end result establishes milestones for meeting long-term goals.

The general purpose of a human resource strategic plan is to identify the extent to which programs and policies are aligned with the objectives of the organization and to provide direction for decisions to initiate, retain, decrease, or outsource human resource activities.

The basic steps in the strategic planning process for human resources are to (1) develop a mission statement, (2) conduct an analysis, (3) establish goals and objectives, (4) formulate a strategy, (5) implement that strategy, and (6) evaluate the process and results (see **Figure 1-2**).

STEP 1: MISSION STATEMENT

The first step in the strategic planning process is to develop or review the organization's **mission statement**. A mission statement should be one to
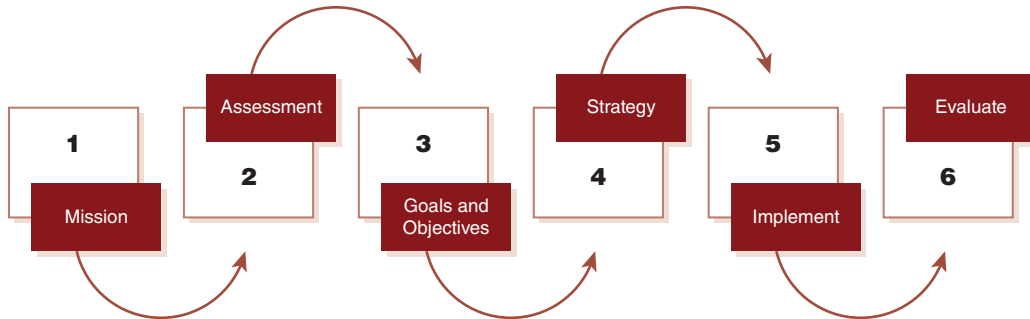
Figure 1-2 Steps in the strategic planning process

two sentences that describe the reason the organization exists and its main goal or goals to help guide executives, managers, and employees in making decisions. For example, the mission statement of the U.S. Olympic Committee (USOC) is "to support U.S. Olympic and Paralympic athletes in achieving sustained competitive excellence while demonstrating the values of the Olympic Movement, thereby inspiring all Americans" (Team USA, 2017).

For an organization looking to complete a human resources strategic plan, the mission statement is typically related directly to human resources—for example: "to serve as a strategic business partner and provide excellent human resource functional support to the employees, managers, and executives of Sports Incorporated."

Action Shot 1-1 is a brief representation of the link between the mission statement and human resource planning for the Chicago Bulls of the National Basketball Association (NBA).

STEP 2: ASSESSMENT—CONDUCT AN ANALYSIS

The second step in the strategic planning process is **assessment**, which incorporates available data to consider internal and external variables related to people and processes. Assessment can be completed by conducting an analysis of the situation and all relevant data. There may be a need for a full departmental or organizational analysis, or it may be more specific, such as the New York Knicks conducting an analysis of its human resources department structure or the structure of its newly revamped department for ticket sales, service, retention, and operations.

▶ ACTION SHOT 1-1

NBA Chicago Bulls Mission Statement and Link to Human Resource Planning

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The mission of the NBA Chicago Bulls organization is, "a sports entertainment company dedicated to winning NBA Championships, growing new basketball fans, and providing superior entertainment, value and service" (NBA.com, 2017).

The premise of strategic planning, regardless of whether it is for an organizational plan or a human resource plan, is to develop goals and action-oriented activities that support the mission. The Bulls' management team could easily develop personnel-related goals and strategies to assist in fulfilling the organization's mission. As such, a strategic human resource plan for the Bulls would ideally begin by focusing on the following concepts:

1. Ensure employees are trained and committed to enhancing the core product (win NBA Championships).
2. Increase the number of individuals who identify with the Bulls brand (grow new basketball fans).
3. Operate with a focused business acumen (provide superior entertainment, value, and service).

Each of these variables in the Bulls' mission statement affects decisions regarding strategies for hiring, training, and compensating everyone from players, coaches, and trainers to the executives and front-office staff.

Analysis can be completed through the application of one or more common assessment tools used by managers, such a SWOT analysis, a PEST analysis, a market analysis, and/or benchmarking. A combination of several analyses allows for greater research-driven decisions for identifying appropriate outcomes, key performance indicators (KPIs), and strategies to implement.

SWOT Analysis

A **SWOT analysis** is a common planning tool providing an environmental check of an organization's internal factors, identified as **s**trengths and **w**eaknesses, and external factors, identified as **o**pportunities and **t**hreats. Strengths and weaknesses specifically apply to the internal aspects of an organization, whereas opportunities and threats apply externally to any organization operating in the same industry or sector. In other words, a strength or weakness for Dick's Sporting Goods stores may or may not apply to other sporting goods stores;

A SWOT analysis for Dick's Sporting Goods store differentiates between internal strengths and weaknesses and external opportunities and threats.

Dick's Sporting Goods, a leading industry retailer after the closing of MC Sports and Sports Authority chains in 2016 and 2017, is not impervious to economic threats.

however, an opportunity or threat for Dick's Sporting Goods should also be an opportunity or threat for any retail sporting goods chain, such as Dunham's Sports or Hibbett Sports.

From a human resource perspective, the strengths and weaknesses of an organization address what a business does and doesn't do well. An analysis of strengths and weaknesses includes such factors as the company culture, core competencies, key staff, organizational structure, experience, financial resources, training programs, employee satisfaction levels, employee performance measures, turnover, morale, benefits, policies, procedures, development programs, compensation, and reward systems. Questions to ask when determining the internal strengths and weaknesses of an organization include the following:

- What is the strength of the organization's brand?
- Does the organization have strong community support?
- Is the facility a strength or a weakness (e.g., location, age)?
- Is history/tradition relevant to the organization's success?
- Is the organization financially secure?

The opportunities and threats of an organization answer the questions, *What are the possibilities for the business?* and *What are the challenges?* Examples of threats and opportunities in human resources include legal compliance with a collective bargaining agreement (CBA), available labor pools, outcomes of a draft, the economic environment, partnerships and alliances, technology, changes in market conditions, and occupational outlooks based on U.S. Census data. When looking at external factors or the

environmental opportunities and/or threats, a manager will want to review developing or new markets, the potential for economic growth, political/legal issues, industry trends, and economic conditions.

A SWOT analysis can be completed on a larger-scale, organization-wide basis or on a more specific basis to address one issue, such as recruiting practices (see sample SWOT in **Table 1-1**). For example, strategic planning in human resources permits a business to analyze whether it has sufficient staffing for the size, type, and location(s) of an organization. After review of the mission statement, a SWOT analysis for analyzing the human resource function of an organization would include the following questions:

1. What are the staffing needs of the organization at the present time, and are those needs being met?
2. What are the human resources staffing needs of the organization at the present time, and are those needs being met?
3. Are employees loyal and committed to the company?
4. Is employee satisfaction high?
5. Does the market provide high-level job candidates for open positions?
6. Is the company up to date with technology advances?
7. Is there a talent surplus/shortage?
8. Does the company have a succession plan in place for filling vacancies?

PEST Analysis

PEST analysis is another tool commonly used for assessment purposes in a strategic plan. PEST analyses evaluate external factors that affect the organization relative to the **p**olitical, **e**conomic, **s**ocial, and **t**echnological environment.

TABLE 1-1: Sample Human Resources SWOT Analysis

SWOT	Strengths	Weaknesses
Organizational	• Highly skilled employees • Loyal, satisfied employees • Innovative, creative employees	• Lack of succession planning • Outdated training practices
	Opportunities	**Threats**
Environmental	• Unexplored and expanding job markets • Technology advances	• Economic uncertainty • Uncertain political environment surrounding arena/stadium

A PEST analysis can be extremely useful for human resources in assisting an organization to adapt proactively to changes in a dynamic environment.

Political factors include an assessment of changes in legislation, compliance, and regulations. For example, Major League Baseball (MLB) employs hundreds of immigrants every year. A total of 238 foreign-born players from 18 countries out of the 864 roster spots in the MLB were listed on the opening day of the 2016 season, with the Seattle Mariners leading the league (MLB, 2015). Foreign-born players and staff affect the training necessary for human resource personnel, who are tasked with ensuring that work permits and visas are up to date. Political factors, therefore, may delay or prevent a team from signing a foreign-born player.

The MLB Seattle Mariners led the MLB in 2016 for the number of foreign-born players on the opening day roster.

An economic analysis considers financial data from employee overtime pay to monthly commissions to the organization's annual revenue-to-profit ratio. Even if two professional sports teams were to report identical revenues from tickets sales, media contracts, and ancillary areas, the vast fluctuations in payroll from franchise to franchise would affect profitability. Economic factors, therefore, may affect the ability to hire personnel or offer equitable compensation.

Social factors that may affect human resources within an organization center on cultural, lifestyle, and demographic issues. Within the intercollegiate athletics industry, for instance, there is a huge disparity in the percentage of women serving as head coaches of female teams and as directors of athletics, touted as the top administrator position (Acosta & Carpenter, 2014). One of the primary reasons identified for the shortage of female coaches is the inability of intercollegiate athletics employees to achieve work–life integration (Dixon et al., 2008). Therefore, by considering the social factors that affect human resources, professionals in higher education can review and/or create flexible policies, such as child-care provisions in a coaching contract or policies that permit families and caregivers to travel with a team.

Technology is the final factor in a PEST analysis. Technology has revolutionized the way sports tickets are sold and team travel is arranged. Automation in the manufacturing of sporting equipment and apparel has

shifted human resource priorities in terms of workforce needs; for example, employees may need training programs to understand and effectively apply new technology. Technology such as data analytics software and cloud-based platforms, which facilitate easy sharing of files, has also had a tremendous impact on the efficiency of human resource functions. There is a smorgasbord of customizable human resource software programs available for everything from succession planning to benefits administration. In 2013, the Chicago Cubs used

The MLB Chicago Cubs, 2016 World Champions, are one of many professional organizations using software solutions to streamline human resource functions.

UltiPro software to streamline payroll processes, Taleo talent-management solutions as a recruiting aid, and Halogen for performance management reports (Rush, 2013).

Market Analysis

A **market analysis** answers questions about where and how the organization competes in terms of acquiring, developing, and deploying resources. Survey research is the most common tool used in a market analysis. Survey research may include data from published records, focus-group interviews, individual interviews, associations, league offices, or actual questionnaires targeting employees, executives, or human resource professionals across a spectrum of the identified industry sector. Survey research can be used to create a competitive pay analysis for head coaches within the relatively new National Women's Soccer League (NWSL) or to examine labor market trends for staffing a world championship event.

Benchmarking

Benchmarking involves identifying aspiration or high-performing organizations in the same industry (e.g., the sports industry) and making comparisons. Benchmarking allows organizations to retrieve data and measurable information about different aspects of the business to compare with a standard. There are two basic forms of benchmarking, internal and external, yielding either an internal or an external comparison of performance or information.

Internal benchmarking makes comparisons with similar operations within an organization. Employee satisfaction ratings across the NBA Celtics, National Hockey League (NHL) Bruins, and affiliates working in Boston's TD Gardens, for example, can be benchmarked or compared with the 3-year average or with the one best-rated year for the facility. An external benchmark, on the other hand, makes comparisons with direct competitors or peer organizations with similar profiles. A municipal parks and recreation department, for example, may wish to benchmark competitive wages for the senior management team by using industry averages or by using data on the salaries of a parks and recreation department in a different community with similar attributes.

Benchmarking permits a gap analysis to determine deficiencies in a particular area. For instance, benchmarking is widely practiced to assess forecasting needs in terms of the number of people and skills required for a particular job. A golf course preparing for a tournament with 96 players may use information from a competitor club to research optimal staffing levels. Benchmarking can be used to assess the demographic characteristics, occupational qualifications, eligibility, and skill availability of the potential workforce. **Box 1-1** presents a six-step model of benchmarking adapted from Camp (1989).
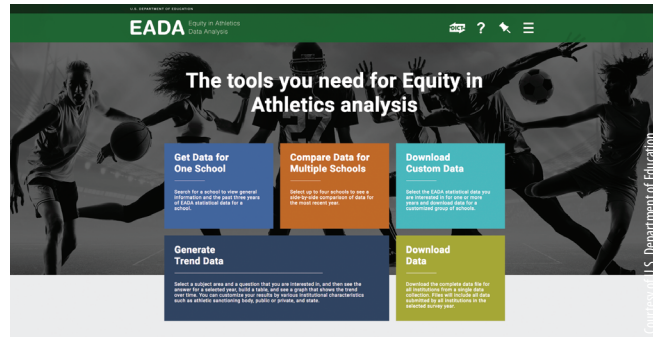
Published reports are excellent sources of baseline data for benchmark comparisons that can assist human resource planning. An industry report useful for benchmarking and comparing workforce diversity and compensation is the Racial and Gender Equity Report Card, which provides data on diversity among coaches, players, front-office staff, athletic department personnel, presidents, CEOs, majority owners, and trainers in the Women's National Basketball Association (WNBA), Major League Soccer (MLS), the

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BOX 1-1

Six-Step Benchmarking Model

1. Identify essential functions, processes, or outputs to benchmark (e.g., front-desk customer service).
2. Identify external organizations or functions within the organization with superior work practices for comparison (e.g., customer-service attributes at Walt Disney Properties).
3. Determine what data sources are to be used (e.g., observations of body language and customer-service satisfaction surveys).
4. Determine the aspiration standards of performance from the identified source.
5. Determine the current level of baseline performance.
6. Determine the gap between the aspiration and current performance level.

NBA, the National Football League (NFL), MLB, and intercollegiate athletics (Lapchick, 2017). Similarly, Acosta and Carpenter's (2014) national longitudinal study on women in intercollegiate sports is a benchmark tool that can be used to measure gender diversity for administrators, coaches, and support staff across the three divisions of the NCAA. The Equity in Athletics Data Analysis (EADA) Cutting Tool published by the U.S. Department of Education (2017) provides benchmark

The U.S. Department of Education Equity in Athletics Data Analysis Tool provides benchmark data on salaries for head and assistant coaches at member NCAA institutions.

data for average base compensation of coaches and assistant coaches in intercollegiate athletics.

STEP 3: SETTING GOALS AND OBJECTIVES

The third step in the strategic human resource planning process involves setting goals and objectives. Setting goals and objectives in the strategic planning process for human resources is an activity that culminates with defining the outcomes the organization will strive to achieve in areas related to personnel management, operations, and support.

Outcomes may be articulated as goals, objectives, initiatives, or priorities, depending on the privy of the strategic planning team. In the previously mentioned Purdue University (2014) Athletic Department Strategic Plan, goal-setting led to the creation of objectives, such as the one to attract the very best student-athletes, coaches, and staff. The example from the University of Tennessee (2015), the Strategic Plan for Human Resources, however, uses the term *priorities*.

SMART Acronym

Regardless of the term used, it is important that the outcomes established can be evaluated to determine if the strategic plan is on track. **SMART goal-setting** is a common technique applied to articulate the necessary conditions for the evaluation of an outcome. SMART represents the following concepts:

- **S**pecific
- **M**easurable

GOAL SETTING

Specific
Measurable
Achievable
Realistic
Timely

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- **A**chievable
- **R**ealistic
- **T**imely

Consider the example of a fictitious ski resort that discovered through the assessment stage that payroll expenses were extremely high during the peak season from December through February. To apply the SMART principle, the strategic planning team needs to identify the *specific* outcome, such as "reduce payroll expenses." A *measurable* component needs to be added, such as identifying a "15% payroll reduction." That measurement needs to be evaluated to determine if the outcome is *achievable*. Suggesting an 80%–90% payroll reduction, for instance, would be seemingly unachievable and unrealistic. *Realistic* is the fourth element, referring the subjective appraisal of whether a goal is attainable. Finally, the outcome needs to have a *time-oriented* element to assist in the evaluation. The assessment noted a specific period of extremely high payroll expenses; therefore, the time orientation for the outcome should include a comparison for the identical 3 months (quarter) from the previous year. The SMART goal or outcome for the fictitious ski resort would state the following:

- **Goal or Outcome:** Reduce payroll by 15% for the quarter ending February 28, 2017, from the previous identical period ending February 15, 2016.

Key Performance Indicators

KPIs are another means by which a goal or objective can be quantified. For example, a goal may be simplified (e.g., "reduce payroll"), but attaching a KPI provides a framework for evaluation. Consider the KPI identified for the following general goal:

- **Goal or Outcome**: Lower payroll
- **KPI**: 15% for the quarter ending February 28, 2017, from the previous identical period ending February 15, 2015.

Generally, outcomes or goals are established through a **brainstorming** session after thoroughly reviewing information and data from the assessment stage. Brainstorming allows the strategic planning team to spontaneously generate ideas about a topic or issue without interpretation or evaluation.

KPIs are established after brainstorming. Benchmarking is an excellent tool to assist in the creation of appropriate KPIs to identify a threshold to reach by a deadline based on an assessment of "like" or "aspirational" organizations or to determine appropriate percentages or data points for measurement.

Sport Management Resources, a team of consultants focusing on athletics in educational institutions, lists diversity KPIs that can align with a number of human resource goals. For example, three diversity-related KPIs for a general goal related to staff recruitment that would ensure an adequate pool of candidates from underrepresented groups are as follows:

1. Number (#) and percentage (%) of members of search committee for each open position who themselves are from underrepresented groups (gender, race/ethnicity, disability, etc.)
2. Number (#) and percentage (%) of open position advertisements in electronic or print media outlets specifically targeting underrepresented populations
3. Number (#) of visits or phone calls made by open position to individuals from underrepresented groups to advise them of the position opening and urge their candidacy and number (#) that applied as a result of such contact (Lopiano & Zotos, 2013)

Similarly, appropriate diversity KPIs for assessing a general human resource goal related to optimal organizational climate would measure the following:

1. Number (#) and percentage (%) by gender and by white and non-white who, on an annual survey, characterize the athletics department climate as (a) welcoming, (b) sensitive to diversity issues, (c) committed to diversity, and (d) respectful of individual differences
2. Number (#) and percentage (%) by gender and by white and non-white who, on an annual survey, characterize the athletic department climate as treating all staff and student-athletes fairly (Lopiano & Zotos, 2013)

Minor League Baseball teams may use group use affinity charts and other planning tools to design game promotions such as kids running bases.

Group Decision-Making Techniques

Because the strategic planning process typically incorporates a relatively large number of individuals from different functional areas of an organization, and because brainstorming doesn't allow for scrutiny of an idea, challenges may occur in narrowing options, garnering consensus, or making final decisions on goals. Affinity charting, the nominal group process, and the Delhi technique are methods to aid in decision-making processes.

Affinity Charts

Affinity charts provide a tool to organize a large number of ideas into groups based on their natural relationships. To develop an affinity chart, a facilitator will initially write down ideas from a brainstorming session. Next, the group discusses emerging themes or characteristics from the list of ideas. For example, the director of game entertainment for a Minor League Baseball franchise may use affinity charting with his or her staff to develop ideas for promotions targeting specific demographic and psychographic markets. The facilitator/director would first create headings representing emerging themes (in this case, target markets), and group members would then place the suggestions under the appropriate category.

In terms of strategic human resource planning, a brainstorming session with a retail sporting goods chain may produce a list of 15 outcomes that seem to fit into three emerging themes related to employee morale, training, and communication. After scrutinizing the ideas and categorizing each under one of the three themes, the team may be able to establish priorities and outcomes representative of the composite list.

Nominal Group Technique

Nominal group technique is a method of brainstorming involving a facilitator who directs a small or medium-sized group of people to write down suggestions for a particular issue or topic, such as leave policies, diversity initiatives,

or professional development. Each person shares his or her idea, which is then recorded on a device such as a flipchart or whiteboard. Contributors next openly discuss each suggestion to gain clarity and justifications for potential adoption. Group members then rank each idea, usually from high (10) to low (1), and the tally of responses yields the basis for prioritizing suggestions.

The nominal group technique may be applied when a municipal recreation department is considering restructuring or reorganizing personnel to better serve the community. The individuals in key positions in the department would express their ideas and provide a rationale for each strategy that explains how it would achieve the desired outcome, and the strategies would then be ranked and prioritized.

Delphi Technique

The **Delphi technique** is similar to the nominal group technique in that the initial step involves a facilitator guiding participants to write down suggestions about a particular issue or topic. The difference is that the participants are considered knowledgeable professionals and are directed to provide expert justification and reasoning for their responses. This step is followed by the facilitator evaluating the collection of results and preparing an analysis report. Participants next review the report and openly discuss their rationalizations for what should be the one best answer among the collection of responses. The rounds of moderated discussion continue until a consensus is reached.

The Delphi technique could be used by a sports organization to collect input about potential hires from search-committee members who have knowledge of the candidates. The chair of the search committee would prepare an initial report of committee preferences for the candidates interviewed for a head coaching position within an intercollegiate athletic department. Committee members then discuss the report and continue discussions until a definitive selection is made or until an alternate course of action is purported (e.g., reopen the search). Of course, this strategy is contingent on the search committee having the authority to decide on the best-suited candidate.

In strategic human resource planning, the Delphi technique is popular with key constituents for narrowing the list of final goals to ones that will become part of the actual plan. For example, in a strategic human resource planning session for a sporting goods manufacturer, the management team

may use the Delhi technique to narrow down the goals that were previously selected by a larger group.

STEP 4: FORMULATE STRATEGY

The fourth step in the strategic planning process is to formulate a strategy. Once a manager has determined the mission, assessed the organization's situation, and developed the goals and objectives, the manager or leadership team can then formulate a strategy to meet the goals and objectives that have been set.

Strategies are the action-oriented items that tell how the organization can meet or surpass KPIs by providing a roadmap, of sorts. Consider the example of the fictitious ski resort with the stated outcome of reducing payroll and a KPI of 15% for the quarter ending February 28, 2017. The assessment phase of the strategic planning process may have indicated that a significant amount of overtime accumulated during the previous quarter ending in February (the "peak" season) and that there was a shortage of staff members available to maintain the industry-standard threshold ratio for staff to skiers of 1:20. Applying the knowledge learned from the assessment to answer the question of how to lower payroll by the stated amount over the given time period leads to the formulation of one or more strategies to achieve the outcome as measured by the KPI. For example, a strategy of eliminating overtime would potentially decrease quarterly payroll by 15%, which would serve to achieve the goal to reduce payroll:

- **Goal**: Reduce payroll
- **KPI**: Decrease quarterly payroll during peak season by 15%
- **Strategy**: Eliminate overtime

STEP 5: IMPLEMENT STRATEGY

The fifth step in the strategic planning process is to implement the strategy. The implementation step simply explains how to apply the strategy and which persons will be responsible for implementing the strategy. It is often referred to as the operational planning that follows the strategic planning process. Basically, it is a tool enabling accountability for the actions aligning with the plan.

In the example of the fictitious ski resort with the general goal to lower payroll, each step in the implementation chart (see **Table 1-2**) represents

TABLE 1-2:	Sample Implementation Chart for a Fictitious Ski Resort's Strategic Human Resource Plan			

GOAL 1: Reduce Payroll

KPI: Decrease quarterly payroll during peak season by 15%

STRATEGY 1: Eliminate Overtime

No.	Implementation Step	Resources	Responsible	Deadline
1.1.1	Purchase and use RevPASS or similar software to calculate daily total of lift-ticket revenue for the peak season.	$499—new technology	Director of Ski Operations	May 1, 2017
1.1.2	Use software to calculate metrics to determine the maximum number of staff needed to meet 1:20 ratio on a full-capacity day in addition to the average staff needed on weekdays, weekends, and holidays.	$0	Director of Ski Operations	June 1, 2017
1.1.3	Assess the pool of returning staff and calculate the gap in the maximum needed to meet the 1:20 ratio on full-capacity days.	$0	Director of Ski Operations/ Human Resource Director	June 1, 2017
1.1.4	Recruit, hire, and train additional staff.	$500— advertising, training pay	Human Resource Director	October 1, 2017
1.1.5	Emphasize elimination of overtime hours to employees through meetings and notices.	$25—print/ postage	CEO	October 1, 2017
1.1.6	Train scheduling supervisor to monitor daily staffing needs and to communicate needs to recruit additional staff.	$0	Human Resource Director	October 1, 2017
1.1.7	Create a checks-and-balance system to note if a staffer is close to overtime.	$0	Supervisor/ Human Resource Director	November 1, 2017

actions to execute the first strategy (eliminate overtime) to meet the KPI of decreasing the quarterly payroll during peak season by 15%. The implementation steps identify specific activities in addition to the resources needed (typically monetary), the person responsible for carrying out the action (accountability), and any deadline imposed.

The numbering system is important because more than one strategy is typically identified under a goal. More than one strategy would be instituted to ensure the ski resort could reduce payroll by 15% as indicated in the KPI. A second strategy, for example, could be to reduce operation hours, which would incorporate new implementation steps. When a strategy is added to Goal 1, the numbering system begins again with the second strategy and a list of accompanying implementation steps:

- 1.2.1 Goal 1/Strategy 2/Implementation Step 1
- 1.2.2 Goal 1/Strategy 2/Implementation Step 2
- 1.2.3 Goal 1/Strategy 2/Implementation Step 3
- 1.2.4 Goal 1/Strategy 2/Implementation Step 4

The numbering system changes as a new goal is identified, along with each new strategy and the accompanying implementation steps:

- 2.1.1 Goal 2/Strategy 1/Implementation Step 1
- 2.1.2 Goal 2/Strategy 1/Implementation Step 2
- 2.1.3 Goal 2/Strategy 1/Implementation Step 3
- 2.1.4 Goal 2/Strategy 1/Implementation Step 4

The number classification is important in systematically charting the progress of KPIs and outcomes during interval stages because the strategic plan may cover a 3- to 5-year period.

STEP 6: EVALUATE

The final step in the strategic planning process is to evaluate the plan. Evaluation is a process that assesses whether the strategies are providing the outcomes the strategic planning team identifies. If a soccer sports training facility identifies the goal to improve the safety awareness of head coaches and a KPI of 100% receiving first-aid and cardiopulmonary resuscitation (CPR) certification within 1 month of their hire date, a progress-reporting mechanism for the KPI needs to be established. Progress reporting allows for readjustment of activities or resources to stay on course. If, for instance, it was determined after the first 6 months that most coaches at the soccer sports training facility were not being certified within the initial month, the initial requirement could be adjusted to reflect a more realistic time period for the remainder of the strategic plan.

Although strategic plans are evaluated at the end of the planning cycle (3–5 years) to determine which outcomes were achieved according to the KPIs, typically, some type of review also occurs on an interval basis, such as annually, biannually, quarterly, or monthly. It is common to create and use a system to periodically monitor each and every implementation step in addition to the outcome and KPI.

A simple system to monitor progress is to design a scale to indicate the level of achievement. One means to apply the scale is by adding a column next to the KPI and next to each implementation step to record results and summary statements. A shortcut approach is to simply record progress next to a list of the identification numbers matching the implementation chart, as in the example corresponding to the fictitious ski resort in the progress report depicted in **Box 1-2**.

Although this type of reporting system is useful, the evaluation is subjective and may result in inaccurate assessments as a result of single-rater bias. Similar to the increase in reliability from a 360-degree performance evaluation that uses more than one rater, objectivity is enhanced by having multiple individuals participate in the monitoring phase. Monitoring tools commonly used in strategic planning include balanced scorecards, dashboards, and strategy maps.

Balanced Scorecards

The **balanced scorecard,** an approach developed in the early 1990s, provides the most comprehensive measurement tool for evaluating a business's performance (Kaplan & Norton, 1992). A balanced scorecard aligns the activities of the business with the organization's mission and vision to measure whether management is achieving the desired outcomes or goals. The four categories in a balanced scorecard are (1) financial perspectives, (2) internal business perspectives, (3) innovation and learning, and (4) customer perspective.

BOX 1-2

Sample Progress Report Scale for Strategic Planning Document

+ (Plus Sign)	Accomplished or ongoing with excellent or above average results
✓ (Check Mark)	Accomplished or ongoing with average results
– (Minus Sign)	Below pace for satisfactory achievement
Ø (Circle with a Slash)	Not accomplished

In a human resource strategic plan, the financial perspective for a sports organization would consider areas such as return on capital employed and turnover costs. It is extremely important to control turnover in the seasonal labor conditions characteristic of many sports sectors. Examples of internal business perspectives for a sports organization include the functionality of the organizational chart and policy implementation. Strategic human resource planning benefits from including the organizational structure (or restructure) and defining policy reviews. Innovation and learning perspectives for a sports organization such as an outdoor adventure camp would include employee (counselor) learning opportunities for an adapted ropes course or for leadership training. Finally, the customer perspective may focus on client retention and satisfaction with the stadium staff or the cleanliness of the restroom facilities. The affinity chart is an excellent tool to categorize outcomes according to the four areas of evaluation.

A template for a balance scorecard charts four categories with a place to list each goal and the accompanying measurement (**Figure 1-3**). The diagram allows the strategic planning team to use a symbol, number, or graded system to measure the progress of each goal according to the KPI.
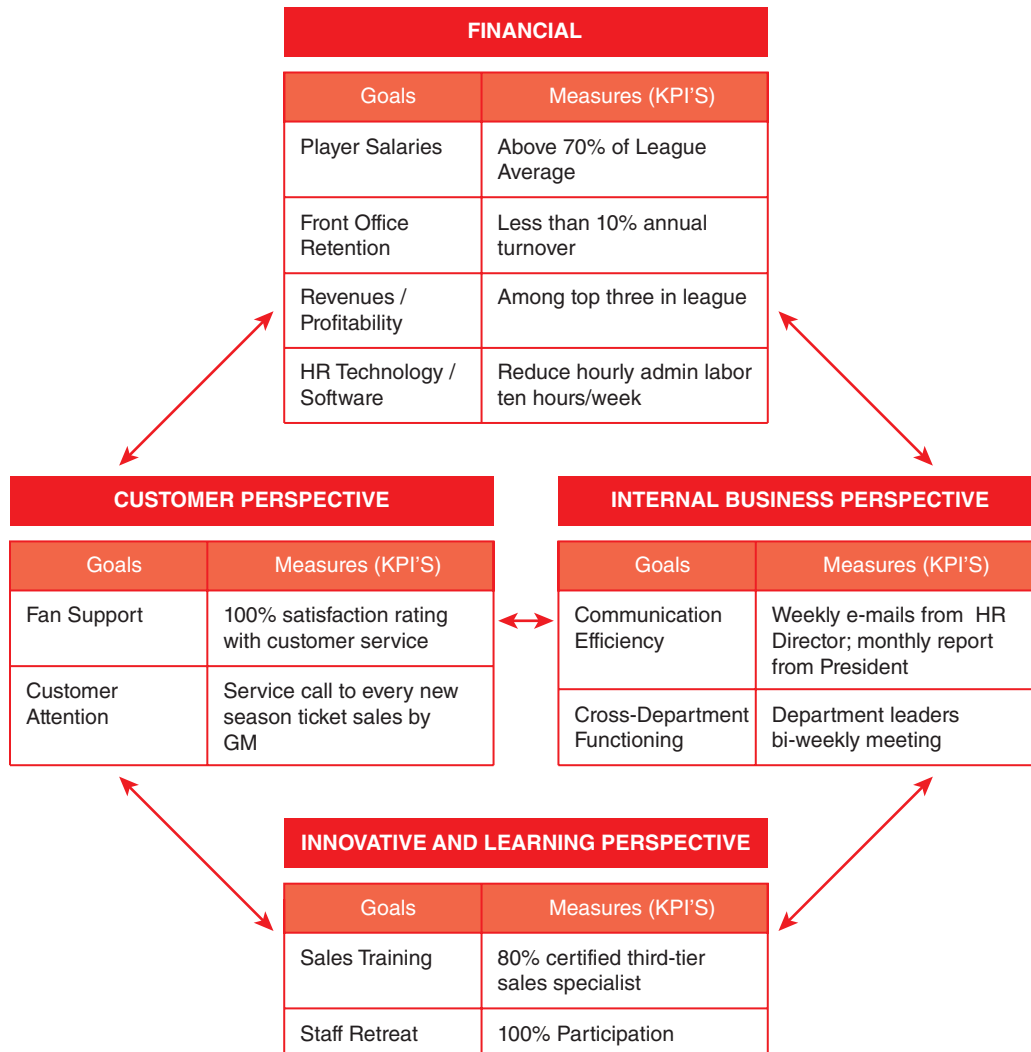
Dashboard

Dashboard is a term describing a visual diagram that is used to measure performance. Dashboards are designed around KPIs and have the element of "real-time" metrics that allows for the progress of a goal or outcome to be measured at any moment in time. The primary function of a dashboard is to quickly and clearly communicate progress in a compelling format.

Abundant templates are available for dashboard creation. The growing market of strategic management software focuses on simple and sophisticated s dashboard designs that allow managers to accurately, predictively, and quickly measure performance, such as membership sales at a health club, reservations at a skating rink, or registrations for a new hip-hop aerobics class. In terms of dashboards for human resources in a sports organization, data can be graphically displayed for areas such as the percentage of intercollegiate athletic coaches who pass the NCAA Eligibility Certification test on the first attempt and attendance at mandatory education meetings. Dashboards organize goals, KPIs, data, and other information in a useful visual presentation that is easy to navigate.

Strategy Maps

A **strategy map** is a graphic representation of the entire strategic plan that demonstrates the integration, relationships, and interdependencies for

Balanced HR Scorecard - Team XYZ

FINANCIAL	
Goals	Measures (KPI'S)
Player Salaries	Above 70% of League Average
Front Office Retention	Less than 10% annual turnover
Revenues / Profitability	Among top three in league
HR Technology / Software	Reduce hourly admin labor ten hours/week

CUSTOMER PERSPECTIVE	
Goals	Measures (KPI'S)
Fan Support	100% satisfaction rating with customer service
Customer Attention	Service call to every new season ticket sales by GM

INTERNAL BUSINESS PERSPECTIVE	
Goals	Measures (KPI'S)
Communication Efficiency	Weekly e-mails from HR Director; monthly report from President
Cross-Department Functioning	Department leaders bi-weekly meeting

INNOVATIVE AND LEARNING PERSPECTIVE	
Goals	Measures (KPI'S)
Sales Training	80% certified third-tier sales specialist
Staff Retreat	100% Participation

Figure 1-3 Balanced score card example
Data from Kaplan, R. S., & Norton, D. P. (1992, January–February). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 71–79.

each element. Typically, a strategy map is part of the documentation of the balanced scorecard and includes the mission statement or vision statement at the top of the page with sectioned areas for each of the four categories below it. At the top of each section is the associated outcome(s) followed by the KPI. Arrows or lines are used to demonstrate connections

and relationships between outcomes. In general, the strategy is a visual reproduction of the entire strategic plan. Although it is not necessary to use software to create a strategy map, various programs are available. Diagram applications in Microsoft Word also offer an effective means for creating strategy maps.

Recap

A foundation of human resource management is the application of strategic planning to help organizations realize their full potential and to operate under the general business conditions of efficiency and effectiveness. The stages of the strategic planning process are to (1) develop a mission statement, (2) conduct an analysis, (3) establish goals and objectives, (4) formulate a strategy, (5) implement that strategy, and (6) evaluate the process and results. These efforts can be arduous because of budgetary limitations and heavy scrutiny from administrators with ultimate decision-making power.

Before considering how to monitor the outcomes and implementation steps of a strategic plan, it is integral to address communication strategies to keep all employees informed of how the strategic plan ties in with the organization's overall strategic plan, what changes will be made in policies or activities to support the strategic plan, how staff will be supported during any changes, and the overall time frame.

In sports organizations, human resource strategic planning can assist supervisors in determining staffing needs for a competitive season or training needs for new ticketing technology. The outcomes of strategic plans for human resources serve as blueprints for operations. Sports organizations in municipal settings, collegiate settings, and professional leagues are accustomed to strategic planning with a focus on human resource initiatives.

Common assessment tools used in strategic human resource planning activities include SWOT analysis, PEST analysis, market analysis,

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and benchmarking. The EADA website and the Gender Equity Report Card are two resources in the sports industry that can be utilized for benchmarking.

Assessment precedes the stage of developing goals and objectives that are "SMART," which represents the characteristics of being specific, measurable, attainable, relevant, and timely. Brainstorming, affinity charts, the nominal group technique, and the Delhi technique may be used to create consensus among participants in the strategic planning process.

The strategy implementation stage results in a sequential list of action-oriented activities intended to assist the organization in achieving the goals and outcomes. Accountability factors such as a target completion date, a responsible party, and necessary resources are aligned with each activity.

The final monitoring or evaluation stage requires a review of progress with KPIs. Human resource strategic planning typically occurs every 3–5 years, but a progress check is administered more frequently as part of the monitoring phase.

🌐 GLOBAL SPOTLIGHT 1-1

Strategic Planning Process for Archery Canada Human Resources

The Executive Committee of Archery Canada created a strategic plan in 2012 to drive the National Sports Governing Body dedicated to the promotion of the sport of archery for all Canadians. The process began in Ottawa, Canada, with a planning meeting attended by the Executive Committee, which developed an initial draft of strategic directions and discussed the organization's vision and mission. Several months later, interviews were used to gather input from Canada's archery community (archers, coaches, and volunteers) and members of the World Archery Federation. A 2-day planning meeting several months later with 25 participants shaped the draft strategic plan. A consultant worked with Archery Canada's executive director and president to develop measurable objectives and deadlines. Additional working sessions on governance finalized the plan, which was eventually adopted by the Executive Committee.

Key focus area 3.1 of the plan is devoted to the human resource functions of the organization. The focus addresses human resources, communication, and leadership. Following is the outline of actions, implementation time periods, objectives, and completion target dates from the strategic plan.

Example of Part of a Strategic Planning Document Pertaining to Key Focus 3.1 on Human Resources

Action	Initiation/ Implementation	Objective and Completion Target
Key Focus Area 3.1—Strong Organization		
3.1.1.1. *Human Resources*: Hire a high-performance director or tournament director	Initiate 2012 Implement 2013	Executive director to propose potential job description, revenue sources, and hiring plans to executive director by January 2013. Hiring process initiated by April 2013.
3.1.1.2. Form a recruiting and hiring committee.	Initiate 2012 Implement 2013	Recruiting and Hiring Working Group (RHWG) formed by October 2012.
3.1.1.3. Create a Human Resources Plan, including succession planning and incentives and recognition planning, a performance appraisal system, and review and revision of volunteer and staff position descriptions.	Initiate 2012 Implement 2013	RHWG develops Human Resources Plan, including revised job descriptions (see 3.1.3), for board approval by August 2013.
3.1.1.4. Hire/contract additional volunteers and paid staff.	Initiate 2012 Implement 2013	Hiring/recruitment per approved RHWG Human Resources Plan implemented in August 2013.
3.1.2.1 *Communications*: Initiate regular conference calls with Provincial Sport Organizations (PSOs) and other internal groups to improve coordination.	Initiate 2012 Implement 2012	(See 2.2.1.) Executive director and president initiate monthly PSO calls by November 2012. Identification of additional groups for regular calls by December 2012.
3.1.2.2. Review website requirements and create specifications for revised web-based communication (e.g., website, social media, etc.)	Initiate 2012 Implement 2013	Communications Working Group (CWG) formed by August 2012. CWG develops media plan, including website specifications, for board approval by February 2013. CWG develops and recommends social media policy to Executive Committee by January 2013. Social media policy to board for approval by August 2013.

Action	Initiation/ Implementation	Objective and Completion Target
3.1.3.1. *Leadership*: Adopt new governance model consistent with the pillars of this strategic plan.	Initiate 2012 Implement 2013	Consultant develops governance model proposal by November 2012. Member input and executive approval by April 13. Board approval by August 2013.
3.1.3.2. Recruit additional board and/or committee volunteers with specific targeted skills that complement strategic plan and governance needs.	Initiate 2012 Implement 2013	In conjunction with governance model development (3.1.3.2) and Human Resources Plan (3.1.1.3), RHWG and executive director identify volunteer requirements by August 2013.
3.1.3.3. Review and update or augment committee terms of reference, bylaws, policies, procedures, and business plans consistent with new governance model to improve management. Review and revise at least once a quadrennial.	Initiate 2012 Implement 2013	Development by RHWG 2013–2014.

Reproduced from Archery Canada (2012, pp. 14–15).

DISCUSSION QUESTIONS

1. How are strategic planning and strategic planning for human resources, alike and how do they differ?
2. Identify assessment tools that might be useful for planning the staffing needs of a sports facility.
3. Compare and contrast the three reports that can be used in the sports industry for benchmarking the diversity of employees.
4. Would the Delphi or the nominal group technique be more appropriate for facilitating a brainstorming session as part of a human resource strategic planning team at a private golf and tennis facility? Why?
5. Why is it important to identify a numbering system when creating an implementation chart?
6. How would a balanced scorecard be useful in evaluating the human resource functions for a minor league hockey franchise?

APPLIED ACTIVITIES

1. Use the Internet to search for and download a strategic plan for several intercollegiate athletics departments. Create an inventory of outcomes, strategies, KPIs, and implementation steps that apply to human resources in each.

2. Select a sports organization you are familiar with or conduct an Internet search for a sports business. Conduct a SWOT analysis and a PEST analysis. In response to the PEST and/or SWOT analysis, suggest general strategies related to personnel management for the next 3 years. Outline at least two outcomes related to staffing or employment issues.

3. Review the following goals and strategies related to personnel as published in the Ohio University 2015–2020 Athletic Department Strategic Plan (2015). For each strategy, list a KPI and at least three implementation steps in a chart form. Remember to assign a target completion date, responsible party, and budget line if applicable.

GOAL: Attract, hire, and retain staff members who are committed to the integrity, excellence, and development of the student-athlete.

Strategies:
- Plan at least two all-staff, family social events (picnic, etc.) to enhance relationships within the department.
- Produce and annually update a "Why Ohio?" presentation for all searches that promotes Ohio athletics, Ohio University, attributes of the unit/sport, and the Athens community.
- Review the current employee performance evaluation format and make necessary adjustments to include adherence to respective annual plans.
- Develop a staff recruiting/hiring manual that details the recommended steps in hiring new staff, emphasizing the active recruiting of candidates.
- Maximize efficiency within the department through regular review of the administrative organizational chart and job responsibilities to ensure that they are consistent with the future direction and plans of the athletic department.
- Include a commitment to adherence to university and department policies and NCAA compliance as a part of the annual performance evaluation for all department staff.
- Evaluate current staffing needs and address as appropriate.

CASE STUDY

Strategic Human Resource Planning for World Rowing Championships

Staffing the operational side of the 2017 World Rowing Championships and 2018 World Rowing Masters Regatta falls under the responsibility of Director Meredith Scerba, hired by Suncoast Aquatic Nature Center Associates, Inc. (SANCA) to a fixed 2-year term that commenced in October 2015. This marks the first time the International Federation of Rowing Associations (FISA) has selected the United States to host the championships in more than two decades; the competition will be held in Sarasota, Florida, from September 23–October 1, 2017. The Championships is a qualifier for the 2020 Tokyo Olympics. Scerba is responsible for assembling a staff of approximately 100 volunteers and paid employees in addition to necessary contract services.

Profile of Meredith Scerba

An All-American swimmer at the University of Findlay (Ohio), Meredith (Allen) Scerba earned a Bachelor of Science in Marketing and Business Management. Her summers were spent in North Carolina, where she was a lifeguard and kid's club director at Pinehurst Country Club. Her husband, Matt Scerba, was also a collegiate swimmer at the University of Findlay.

Scerba's professional career began with the NBA Cleveland Cavaliers, where she worked as a group event coordinator. In 2005 she was hired by the Cleveland Sports Commission as director of operations and rose through the ranks to become the senior vice president of marketing and operations. The Commission is responsible for attracting and managing sports events in the city of Cleveland, and its economic impact has exceeded $450 million. Scerba was mentored by David Gilbert, president and CEO of the Greater Cleveland Sports Commission,

Positively Cleveland, and the Host Committee for the 2015 National Republican Convention. Remarking on her capabilities, Gilbert (2017) expressed,

> I have worked with Meredith Scerba for the past 8 years and have always been impressed by her organizational skills and ability to see both the big picture and the details necessary to make a project work, no matter how complex.

In 2007, Scerba recruited and managed a staff of over 1000 volunteers for the NCAA Women's Final Four. In 2008, she was recognized by Crain's *Business Cleveland Magazine* as a "Top Twenty in Their 20s," and in 2010, she was named Chapter President of Cleveland's Women in Sports and Events. She served as executive director of the 2013 National Senior Games, which included over 23,000 spectators and 11,000 athletes participating in 26 sports. Scerba's responsibilities included the overall planning, fundraising ($4.1 million), staffing, and operations for the event, which had an impact of $36 million for the city. The same year, she was named as one of the Distinguished Sales and Marketing Association's Top Executives.

When hired to direct the 2017 World Rowing Championships for the city of Sarasota, Scerba was in the planning stages as director for the 2016 Transplant Games of America.

Job Description for World Rowing Championships Event Director

Following is a brief description and a list of job qualifications and responsibilities published by Prodigy Sports (2015), the sports executive

recruiting firm selected to assist with hiring the event director for the 2017 World Rowing Championships.

General Description

With a guaranteed annual salary of $150,000 over each year, the event director for the 2017 World Rowing Championships is responsible for organizing an operations staff and coordinating volunteers for the 9 days of international competition. The director is expected to maximize and strategically develop sustainable revenue streams through an aggressive ticket package campaign, regional sponsor sales and activation, merchandising, and other creative funding sources while building community support and working collaboratively with FISA and all state and regional government officials to stage a world-class event.

Qualifications and Skills

The ideal candidate will possess 10–15 years of experience in managing public, corporate, and/or sports-related events. This experience will include a successful track record in managing the entirety of large- and medium-sized events, with particular expertise in successfully leading high-performing staff focused on project management, operational logistics, sponsor development, and event marketing and promotion. The ideal candidate will offer a proven track record of exceeding expectations while working in a high-pressure, time-sensitive, and team-oriented environment. The ability to manage multiple work streams requires an exemplary detail orientation and outstanding organizational and time-management skills.

Responsibilities

- Oversee all elements of project management and bid compliance, including the development and communication of key dates and deadlines, master schedules, site plans, and contract fulfillment.
- Lead a select team of experienced event staff responsible for delivering a world-class experience for athletes, teams, media, guests, and corporate partners of the Organizing Committee and FISA, as manifest in seamless logistics, including accommodations, transportation, parking, catering, security, and on- and off-site experiences.
- Coordinate expert planning, preparation, and temporary construction of all athlete and guest requirements.
- Oversee staff, committee, and partner resources responsible for the successful marketing and promotion of the 2017 World Rowing Championships and the sport of rowing.
- Maintain meticulous management and control over the event budget, and ensure that all legal, financial, human resources, and risk management requirements are flawlessly executed. Oversee postevent wrap-up, evaluation, and reporting.

2017 World Rowing Championship Information

The 2017 World Rowing Championships anticipates being broadcast to a worldwide television audience of 130 million people. The event expects to attract 40,000 spectators and 1000 Olympic-caliber athletes from over 70 countries. There are 14 boat classes for the men's and women's regular and lightweight divisions. There is also a demonstration para-rowing event showcasing rowers with disabilities. The race distance for each regatta is 2 kilometers, which can be completed in 5–7 minutes at the elite level. Day 1 is reserved for training and meetings for umpires, technical and rescue crews, and the Fairness

Committee. Finals and the Closing Ceremony are on day 9. Training runs from 7:00–9:45 A.M. daily, and events (or additional training times) are scheduled from 10:00–7:30.

Strategic Planning Activities to Staff Championships

To effectively accomplish the responsibility for staffing the 2017 World Rowing Championships, Scerba engaged in the human resource strategic planning activities summarized in the following subsections.

Step 1: Mission Statement Review

Scerba carefully reviewed relevant mission statements that would impact her goals and objectives relative to human resource planning for the event. The mission of the Suncoast Aquatic Nature Center Associates (2017) is to "improve the quality of life for our community and be an economic generator for our region." The mission statement for FISA, which governs world rowing, is "to make rowing a universally practiced and globally relevant sport" (World Rowing, 2017).

Step 2: Conduct an Analysis

To conduct an analysis of factors that would affect staffing for the 2017 event, Scerba attended the 2015 World Championships staged in Aiguebelette, France. She conducted PEST and SWOT analyses based on observations, discussions, meetings, records, and research (e.g., Sarasota census data, job descriptions, etc.) acquired from local government officials, SANCA, FISA, and additional sources.

Step 3: Establish Goals and Objectives

Goals and objectives along with KPIs were established to address the type and number of positions necessary to effectively operate each functional staffing area for the World Championships event. The goals were generally focused on hiring a primary coordinator or director for each functional area. The associated KPI addressed the level of staffing needed in each functional area and the time period for employment.

Step 4: Formulate a Strategy

Next, Scerba developed a list of action steps for each staffing goal. She prepared job descriptions and job announcements highlighting credentials required. She created an organizational chart of the local organizing committee structure and developed strategies for sourcing the best candidates to join her team. The analysis phase helped her determine the appropriate distribution outlets to advertise vacancies. She established plausible timelines and the processes to track applications, screen candidates, make selections, and train the personnel she would hire to effectively perform the assigned duties for their functional area.

Step 5: Implement Strategies

To implement the strategies designed to meet her human resource goals, Scerba developed a staff planning chart that included periods of employment in quarters, staff titles, priority hiring status, a brief job description, dates corresponding to length of employment, and salary information. The chart was color-coded to designate the months of temporary employment status (24, 21–22, 17, 13, and 3).

Partial Contents of 2017 World Rowing Staffing Plan

Period	Staff	Length of Employment	Job Description
Q1-16	Director 2017 World Rowing Championships		Oversee and manage the everyday business of every aspect 2017 WRC; Host Committee, FISA, Finance, Operations, Competition, Marketing/Communications, Programming, Fan Services, Broadcast, etc.
Q1-16	Office Manager/Administrative	24 months (January 15, 2016–December 15, 2017)	Responsible for office administration: HR components, Office Management, Finance, Meeting Coordination, Insurance
Q1-16	Director of Partnerships	24 months (January 1, 2016–December 15, 2017)	Responsible for the research, package development and raising of the required funds to run the 2017 WRC as well as the activation of the partnerships made
Q1-16	Director of Marketing and Communications	24 months (December 1, 2015–December 1, 2017)	Responsible for the development of the Overall Marketing/Communications Plan to promote, advertise, and brand the 2017 WRC, inclusive of all grassroots, multimedia, social media elements, press, and décor
Q1-16	Director of Operations	24 months (December 1, 2015–December 1, 2017)	Manage and oversee all operational aspects, including all event logistics, build-outs/breakdowns, equipment, transportation, hospitality, event staffing, volunteer programs
Q1-16	Broadcast Contractor	21 months (sporadic) (January 1, 2016–October 15, 2017)	Contracted to assist with the broadcast negotiations and execution of production contract; on-site liaison from LOC to manage all broadcast elements
Q2-16	Marketing Coordinator	22 months (January 1, 2016–November 2, 2017	All social media, website, collateral, graphics, branding standards
Q2-16	Ticketing Manager	21 months (February 1, 2016–November 2, 2017)	Management of the ticketing system, Reunion Row, and corporate space
Q3-16	Operations Manager	17 months (June 2016–November 2017)	Assist with the planning and execution of all operational aspects, including all event logistics, build-outs/breakdowns, equipment, transportation, hospitality, event staffing, volunteer programs

Period	Staff	Length of Employment	Job Description
Q3-16	Communications/ PR/Media Relations Manager	17 months (June 2016–November 2017)	Must work directly with Marketing/PR Director and the media, publicize WRC in a positive manner by creating and publishing press releases, web pages, and other event collateral
Q3-16	Volunteers and Programming Manager	17 months (June 2016–November 2017)	Create volunteer job descriptions, recruit and assign volunteers, provide all necessary communication and information to volunteers, ensuring all areas are adequately fulfilled; develop and implement community programming, administer fundraising for WRC
Q3-16	Special Events and Fan Services Manager	17 months (June 2016–November 2017)	Oversee all WRC ancillary events (Opening Ceremonies, Closing Ceremonies, Award Ceremony, VIP Events, Congress, Coaches and Managers Meetings); this position will also manage an Athlete & Fan Services Coordinator responsible for working with the Visitors Bureau to provide excursion packages and "Things to Do in the Community" communication
Q3-17	Volunteer Fellowship	13 months (October 2016– November 2017)	Oversee the execution of the volunteer program
Q1- 17	Activation Coordinator	13 months (October 2016– November 2017)	Assist with the fulfillment of sponsorship contracts for WRC, create contracts, and manage value-in-kind donations
	Temporary Staff	3 months (August–October)	
	Event Contractors	3 months (August–October)	
	Interns and Event Crew	3 months (August–October)	

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Step 6: Evaluate the Process and Results

The staff planning chart was the dashboard to assess progress for hiring the appropriate personnel according to the anticipated start dates.

CASE QUESTIONS AND ACTIVITIES

1. What experiences in Scerba's professional profile matched the job description for the event director of the 2017 World Rowing Championships?

2. Based on the mission statements of FISA and SANCA, what would be an appropriate mission statement related to human resources for the 2017 World Rowing Championships?

3. Using information from the case and data available on the Internet, conduct a PEST analysis for staffing the 2017 World Championships.

4. What are several KPIs that Scerba could identify for her staffing goal?

5. What additional data would be beneficial to include in the implementation of a World Championships staffing plan?

6. Are there additional tools to assist Scerba in evaluating the effectiveness of her strategic planning activities for human resources at the 2017 World Championships?

7. How would strategic planning for human resources differ if Scerba were hired by a sports organization that did not have a temporary workforce?

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