Pre-Game Staffing

LINE-UPS AND MATCH-UPS

Preface

Preparation Never Ceases

Shortly after the 2016 World Series ended for Major League Baseball's (MLB) Cleveland Indians and Chicago Cubs, the human resource departments in each organization were already busy addressing staffing for the 2017 season. While anticipating a spike in attendance as a result of the World Series euphoria the season prior, management knew it would remain a challenge to sell out stadiums in their franchise locations in the windy city (Chicago) and city on the lake (Cleveland) during the cold spring months.

Calculating the optimal staff levels for sports organizations, events, and facilities is both a science and an art that accounts for predictable and unpredictable variables that can affect employment needs. The return of LeBron James to the National Basketball Association's (NBA) Cleveland Cavaliers in 2010 and the franchise's World Championship in 2016 exemplify how staffing needs for an organization can change as a result of a marquee player or acclaimed success. The Cavaliers had actually downsized their sales force shortly after 2010 season and increased other types of workers on game days.

Phase II addresses staffing. "Staff" generally refers to the employees who work for an organization. In most sectors of the sports industry, the staff includes employees and "nonemployees" who work on behalf of an

organization as volunteers, interns, or independent contractors (e.g., referees, accountants, security personnel, etc.).

Phase II begins with Chapter 5, which addresses activities associated with planning for vacancies in sports organizations. The chapter provides an overview of the emergence of analytics in sports organizations as one of the drivers of employment decisions. Analytics is a relatively novel area in sports and especially in conjunction with human resource activities, but it serves as a valuable tool in supporting managerial decisions and effectiveness. Chapter 5 addresses the means to predict vacancies and respond to planned and un-planned openings to maintain appropriate staffing levels. The chapter also ad-dresses the requirements for developing the blueprints for recruitment plans, including flowcharts, job descriptions, and selected communication strategies.

Chapter 6 addresses the activities for recruiting in sports organizations, including procedures for developing effective marketing materials, decision factors for selecting appropriate distribution channels, steps to manage ap-plicants, and considerations in reviewing candidate files. The chapter also ex-plores the practice of recruiting volunteer labor, which is a common staffing approach in the sports industry as a means to control costs, provide experi-ence for future practitioners, and satisfy the altruistic needs of individuals.

Chapter 7 addresses the screening and selection process involved in talent acquisition for sports organizations. Information is presented on strategies for conducting different types of interviews, the applicability of assessment tests in the sports industry, and the procedures for communicating with references and conducting background checks. The chapter concludes with an examination of the important considerations in notifying applicants of their selection and the information included in the onboarding process.

Phase II is a sequenced journey through the tasks of publicizing vacan-cies, sourcing qualified candidates, communicating with applicants, managing application materials, reviewing resumes and materials, checking references, conducting background checks, evaluating the results of any assessment tests, selecting a candidate, notifying candidates selected and *not* selected, and onboarding a new employee. Phase II is also infused with the foundational knowledge presented in Phase I by addressing strategic human resource planning, employment law, compensation and benefits administration, and negotiations as they apply to the function of staffing sports organizations.

When employees of the Cubs and Indians devote time and resources to seasonal staffing, a managerial approach provides the impetus for appreci-ating that preparation never ceases. In turn, the organizations can reap the benefit of the likelihood of making the right hiring decisions and adequately preparing their employees for success.

Roster Changes

PREPARING FOR VACANCIES IN SPORTS ORGANIZATIONS

In terms of planning to fill vacancies, we partner closely with SAFE Management, ARAMARK, SP+, Chimes, and the Maryland Stadium Authority to staff our seasonal workers. Because we have only 10 to 15 events per year in the stadium, we rely heavily on these partners to help with determining staffing levels. Each company can keep the workforce more engaged (and employed longer) than the National Football League (NFL) team itself. The Baltimore Ravens partners with each vendor and then designs and delivers the necessary training to seasonal employees specific to M&T Bank Stadium and the Ravens organization. We are challenged with ensuring the workforce is solid and represents us well, and in 2016, we are continuing to examine ways to improve in order to provide optimal service to our fans and to our employees.

Elizabeth Jackson
Vice President of Human Resources
Baltimore Ravens (National Football League)

LEARNING OUTCOMES

1. Explain the role of analytics in the human resource functions of sports organizations.

2. Apply a formula to calculate annual employee turnover rates in an organization.

3. Identify tools and factors to consider when predicting vacancies in sports organizations.

4. Explain how labor demand and labor supply are calculated in a workforce analysis.

5. Identify components of a recruitment plan flowchart for sports employment positions.

6. Identify the functions of a search committee.

7. Explain the importance of planning communication strategies before recruiting employees.

KEY TERMS

Analytics	Labor supply	Skills inventory
Boiled frog phenomenon	Organizational flowchart	Stakeholder
Communication strategy chart	Organizational structure analysis	Succession planning
Essential functions	Planned vacancies	Trend analysis
Employee inventory	Recruitment flowchart	Turnover rate
Job analysis	Recruitment plan	Unplanned vacancies
Job description	Reengineering	Vacancies
Labor demand	Search firm	Workforce analysis

Lead-Off

Armed with knowledge of strategic planning, employment law, negotiations, employment agreements, and compensation administration processes, sports managers and supervisors can be effective in the role of staffing. Before the actual recruiting begins to fill vacancies, there is still the necessity of additional planning. Strategic planning in human resources identifies the over-reaching goals related to organizational capacity and personnel and the strategies for achieving the initiatives. Tactical planning, however, adds a layer of specificity requiring supervisors and managers to get in the trenches and actually execute short-term activities to achieve their objectives. Tactical plans and activities to fill vacancies assist managers in moving closer to acquiring talent through the processes of recruitment, screening, and selection.

Sports managers who anticipate increases or decreases in staffing needs and are prepared to fill vacancies with qualified candidates demonstrate the value of human capital as one of the most important assets of an organization. Elizabeth Jackson of the NFL Baltimore Ravens and other practitioners in the area of human resources are sensitive to the impact of staffing decisions on both operational effectiveness and the financial viability of the organization.

Labor cost is the biggest line item in a budget, but managing a facility or business below optimal staffing levels can adversely impact the efficiency and effectiveness of the organization. A fitness center may save money by staffing the front desk with one only employee, but if a single worker cannot adequately handle the demands of the position, dissatisfied members may choose to join another facility, therefore causing the organization to lose revenues from lost dues.

How many volunteers will be needed to effectively supply the hospitality booths at the venues for the 2020 Olympic Games in Tokyo, Japan? What specific tasks are needed? Who will be available and qualified to serve as volunteers from inside the home country or from abroad? What are the language competencies needed and available? Who will be tasked with training the volunteers, and who will directly supervise the workers? What are the needs for part-time workers, seasonal workers, commission-based workers, volunteers, interns, or full-time employees for the Olympic Games?

The Tokyo 2020 Olympics will continue the practice of using over 70,000 volunteers.

The answers to these types of questions assist in planning for staffing needs. The application of workforce analysis, research, and planning tools will provide the necessary information to facilitate data-driven decisions to address staffing.

Most sectors of the sports industry are considered service-oriented enterprises. Sports managers, supervisors, and owners of stadiums, arenas, gyms, bowling alleys, boat docks, recreation centers, and little league parks need to be knowledgeable about the number of staff and the requisite skills necessary to effectively and efficiently service the needs of their customers, members, or clients in given period. Although it may be a short-term cost-saving initiative, understaffing typically results in a negative impact on organizational performance and customer or client satisfaction. Overstaffing, on the other hand, typically results in high labor costs, stagnant workers, and lower profits. Sports managers must decide on the optimal staffing levels to meet the demands of the environmental and situational context, such as peak times, seasonal fluctuations, or growth initiatives.

This chapter explores the value of data analytics in human resource activities applied to sports organizations, especially for predicting vacancies. Additionally, this chapter describes the process of preparing for vacancies,

including job descriptions, search committees, and the tasks involved in recruitment planning.

Analytics in Sports Organizations

The NFL Cleveland Browns hired Paul DePodesta, one of the most recognized sports analytics professionals in the business, just prior to the 2016 season. A Harvard graduate, DePodesta previously worked for the Major League Baseball (MLB) franchise and was the source for the depiction of the character featured in the movie *Moneyball* who helped Billy Beane and the 2002 Oakland A's to their acclaimed success. One of DePodesta's first assignments with the Browns was to serve on the search committee to hire a new head coach. Flanked with the insights from an analytics specialist skilled in the application of criterion charts and predictive measurement tools, the Browns capitalized on data-driven approaches to assess the skills and attributes of candidates and eventually hired Hue Jackson, former offensive coordinator for the Cincinnati Bengals. Cleveland finished 1–15 for the 2016–17 season but retained Jackson for the following season.

A fairly recent trend in the front offices of the major professional sport franchises has been to employ data analytics specialists to assist team executives in making informed business decisions on everything from dynamic ticket-pricing strategies to draft picks and player acquisitions (see **Action Shot 5-1**). Although colleges such as the University of Nebraska Athletic Department are adding new positions for data analytics specialists, and independent agencies such as Turnkey Intelligence and Front Row Marketing Services are renowned for providing customized data analysis services for a host of sports organizations, professional sports teams are seeing the most growth in the field of sports analytics.

The basic premise of **analytics** is to systematically examine data to determine patterns, trends, or relationships. Historical data, for instance, can determine the average time to source candidates or fill a vacancy. Relational data analytics evaluates multiple variables, such as the correlation between the length of an interview and the selection of a candidate for an entry-level lifeguard position. Predictive data are the most sophisticated type of analytics and are used in conjunction with models, formulas, and algorithms to forecast events or behaviors. Predictive data, for example, can isolate competencies or attributes in a job seeker that are best in predicting future performance for a specific organization. A predictive index is an analytical tool developed to evaluate candidates in the recruiting process. Similarly, a predictive index and other analytics tools are useful to learn what it is

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Sport Analytics was popularized by the movie "Moneyball" depicting the mathematical expertise of a scout who provided the owner of the 2002 Oakland A's with sophisticated statistical data analysis on players.

▶ ACTION SHOT 5-1

Boston Analytics Specialists Provide Solutions to Team Presidents

Courtesy of Timothy Zue

Tim Zue—MLB Boston Red Sox

Courtesy of Joshua Brickman

Josh Brinkman—NHL Boston Bruins and TD Gardens

As analytics rapidly evolves in the sports arena, so do the individuals tasked with making sense out of data and information to present to team presidents and owners. Two analytics specialists providing valuable insights for professional sports teams in Boston are Tim Zue of the MLB Red Sox and Josh Brickman of the NHL Bruins and TD Gardens.

Zue, Senior Vice President of Finance, Strategy, and Analytics, reports directly to the Red Sox team President. His staff is comprised of ten staff members in the finance area and three in the business strategy & analytics department. One of the responsibilities of his department is to synthesize customer data to build profile models for market segmentation based on "tiered" levels of fan engagement. Analysis of real-time and stored data assists in determining ticket-pricing strategies and provides justification for revenue-based decisions such as resource allocations for targeted marketing campaigns. According to Zue (personal communication, December 14, 2016), analytics is a five-step process whereby data are (1) gathered, (2) organized, (3) analyzed, (4) presented, and (5) used to guide decisions. The MIT graduate centralizes data silos, develops hypotheses, uses real-time data flow, and provides key insights that the organization relies on for business decisions.

Josh Brickman, vice president of business strategy, is a valued executive for the NHL Bruins and TD Gardens. His former roles with the NFL Philadelphia Eagles, Turnkey Sports, and Monumental Sports & Entertainment (the ownership group for the Washington Wizards [NBA], Capitals [NHL], Mystics [WNBA], and Verizon Center) focused on ticket analytics, research, and strategy. Currently, Brickman oversees sales and service, marketing, and the information technology/e-business department.

Brickman speculates that analytics can be applied to decisions within human resources. Feedback from satisfaction surveys and interviews, for example, may assist managers and supervisors to determine the factors most likely to increase retention of low-level employees, whether it is the opportunity to skate on the ice, complimentary tickets to bring family and friends to an event in the facility, or limited access to a player appearance (J. Brickman, personal communication, December 15, 2016). Brickman also speculates that the emerging field of partner-based analytics will grow in the professional sports sector as collaborative data-sharing initiatives build stronger ties between sponsors and teams.

Both Brickman and Zue stress the value of visual data analytics tools such as Tableau for creating customized reports that are easily digestible for business presentations. In Boston, these solution-based strategists are facilitating dynamic knowledge creation that drives big and small business decisions in sports.

about employees early in their career that can increase the propensity for leadership and management positions.

The sabermetric gurus employed as analytics specialists are generally skilled mathematicians, finance experts, or economists tasked with mining data on everything from player health statistics to stadium capacity to seasonal turnover rates. Their role in the organization is generally to provide information that ties data-driven decision making to revenue streams. Historical, relational, and predictive data assist sports organizations to operate efficiently and effectively. Analysts who can gather and make sense out of convoluted information are a valuable asset to organizations. **Action Shot 5-2** describes the qualifications and responsibilities for an entry-level position in the NBA for a sports analyst in a support role.

It is apparent that not all analytics specialists in professional sports report directly to the team president. Many are in support roles. A majority of sports organizations outside of the professional sector, in fact, operate without an analytics specialist because it is such a new and dynamic field. An analytics specialist won't be employed at a local recreation center or skating rink, but the field is opening up to industry sectors other than professional sports, including sporting goods and sports media conglomerates such as Nike and ESPN. Interpreting information provided by analysts is essential for senior management to appreciate the impact of human resources as an asset for an organization and to minimize bias and provide data-driven justification for decisions.

Because the sports industry includes a vast and diverse landscape and many small businesses, the appointment of an analytics team or specialist is impractical for most organizations. However, there is great value in having employees with analytical competencies or employing individuals skilled in using analytics for human resource purposes. It isn't necessary to hire a sabermetric guru to manage data and use basic statistics to improve decision making as long as similar skills exist within the workforce.

Managers generally use some form of analytics in making daily decisions tied to operational duties. A utility analysis, for example, is a common analytical tool to quantify or measure the return on investment for advertising, training, and other human resource activities. Analytics can predict vacancies or potentially high performers or even populations with high or low retention rates. Analytics can also determine which sourcing channels produce the most top-level talent and how changes in benefit options based on employee demographics would impact the bottom-line costs of the organization.

▶ ACTION SHOT 5-2

NBA Sacramento Kings Advertisement for an Entry-Level Analytics Specialist

The following is a job advertisement for an entry-level analytics specialist for the NBA Sacramento Kings that appeared on the Teamwork Online (2015) website.

Summary:

Recognizing the power of technology, data, and computational science to transform the business, the Sacramento Kings have formed the Engagement Lab to drive transformational change through evidence-based decision making at the company. The Analytics Specialist position is an entry-level position as a member of the Engagement Lab and the decision science practice within the organization.

© Rocky Widner/NBAE/Getty

Key Responsibility Areas (KRAs):

- Support execution and reporting of marketing campaigns across multiple channels.
- Collaborate with others to answer challenging business questions that can assist us in gaining a competitive advantage by using data-mining techniques.
- Creates actionable insight and understanding through the analysis of both quantitative and qualitative data, building recommendations that directly address business objectives.
- Execute ongoing and ad-hoc reporting and analysis to support key business stakeholders, driving revenue and innovation.
- Create engaging visualizations of data analyzed in order to depict outcomes.
- Write and execute Structured Query Language (SQL) for standard and ad hoc data mining purposes.
- Assist in all customer relationship management (CRM) efforts including sales and marketing campaign setup and administration.

Qualifications:

- Bachelor's degree from 4-year college or university in information systems, statistics, computer science, or related field.
- One (1) to three (3) years' experience in the applied analytics space.
- Minimum of one (1) year of experience with notable business intelligence (BI) tools.
- Experience with Microsoft Office: Word, Excel, Access, and SQ.
- Strong communication, prioritization, and organization skills.
- Excellent problem-solving and logic skills.
- Service oriented; committed to teamwork and catering to customers.
- Results oriented; ability to manage multiple priorities and deadlines.
- Capable of working extended hours, such as nights, weekends, overtime, and on-call.

The advantage of analytics in workforce planning is that it validates decisions for succession planning, new hires, downsizing, or restructuring. Trend analyses, turnover rates, and other analytics facilitate a prudent approach to human resource management for sports practitioners and provide tools to make decisions based on data-driven information as opposed to intuition alone.

Predicting Vacancies

Data analytics can assist sports organizations to predict future vacancies. The term **vacancy** is interchangeable with the term *job opening*. The U.S. Bureau of Labor Statistics (2003) defines a vacancy or job opening as "a position that is not filled with the condition that work is available for that position."

Planned vacancies are open positions resulting from a deliberate, calculated, and intentional action, such as the 2014 retirement of former NBA commissioner David Stern and former MLB commissioner Bud Selig or the expiration of a term limit for a board member at a private golf and country club. Planned vacancies also include any deliberate managerial decision to reassign, promote, terminate, or replace an employee. The intentional restructuring of organizational reporting lines or a reassessment of staff needs may result in planned vacancies as well.

Unplanned vacancies, on the other hand, are the unexpected openings resulting from an unforeseen situation, such as a resignation, death, or abrupt, on-the-spot termination. For example, a stadium usher who is observed using an illegal substance while on the job may be immediately dismissed.

Predicting vacancies is a function of knowing the answers to numerous inquiry areas that directly and indirectly affect employee departures (see **Box 5-1**).

Analytics will assist in answering the types of questions listed in Box 5-1 through an assessment of available information about a workforce resulting from surveys, interviews, employee records, company databases, and performance evaluations. The ability to predict when vacancies will occur in particular areas (departments or units) places less burden on managers responsible for recruiting. For instance, if all factors are the same, the operations manager for a professional or collegiate sports venue should know exactly how many vacancies need to be filled at the beginning of each season by having an understanding of how

Former NBA Commissioner David Stern

Former MLB Commissioner Allan H. "Bud" Selig

BOX 5-1

Questions to Assist in Predicting Vacancies

- Which employees have the highest risk of voluntary departure from an organization?
- What are the reasons employees leave?
- Which reasons have the most statistical significance in explaining why employees leave?
- What is the profile of the employees who are most likely to leave?
- What is the tenure of the employees who voluntarily leave?

many employees are returning and how many positions need to be filled. Still, the manager must consider reasons that may alter whether the total number of staff from one year will increase or decrease, such as economic conditions, environmental factors, technology advancements, or a realignment in corporate objectives.

Supervisors or administrators who aren't responsive to subtle or obvious changes in their environment (e.g., increased or decreased ticket sales, marquee player acquisition, or technology advances) have a greater likelihood of falling into the managerial pitfall known as the **boiled frog phenomenon**. The phenomenon is based on the premise that if a frog is dropped into a pot of lukewarm water being slowly heated on a stove, it will boil to death if it remains unreceptive to the subtle changes in its environment (rising temperature). In business, the analogy of the boiled frog phenomenon is evidenced when managers fail to notice incremental changes in internal or external conditions until there is a detrimental impact on business operations. A manager who misses the signs for pending vacancies will be surprised by open positions with no plan or timeline for filling the roles. The result creates workload issues for employees and potentially affects sales and profits.

Perhaps the most dramatic outside influence creating additional job openings in sporting venues occurred in the aftermath of the terrorist attacks of September 11, 2001 (9/11) as the need for greatly improved security measures and larger security staffs infiltrated almost every industry. Stadiums, arenas, racetracks, and other large sporting venues swiftly had to increase their

Security concerns at mass gatherings in the aftermath of 9-11 necessitated the increase in game day workers at stadiums, arenas, and racetracks.

game-day staff to have enough employees to perform the necessary nuisance of spectator bag checks and infrared screenings, which were not as routinely administered prior to the worst terrorist attack in U.S. history. Policy and operational procedure changes resulting from 9/11 exemplify how extraneous variables can affect vacancies in the sports industry.

Analytics can predict future vacancies with greater accuracy than intuition alone, but managers who combine intuitive thinking with analytics such as turnover rates have the best advantage in predicting and preparing for vacancies. **Action Shot 5-3** goes a step further to demonstrate predictions in game-day staffing for the MLB Cleveland Indians based on new stadium renovations and an appraisal from the team's analytics specialist of variables affecting attendance for the season.

▶ ACTION SHOT 5-3

Ballpark Renovations Affect More Than Seasonal Vacancies for the Cleveland Indians

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The redesign of Progressive Field in Ohio, home of the MLB Cleveland Indians, was partly responsible for the addition of a brand new full-time position to oversee the hiring of seasonal employees for the 2015 season. The renovation plans for the 20-year-old stadium eliminated over 7000 seats (including 16 suites) but created more open areas and standing-room space in social areas, which was predicted to increase overall game attendance. The senior vice president of strategy and business analytics and his staff were instrumental in the redesign, which added five new neighborhood-themed food stations, created new mezzanine-level gathering areas, and expanded the popular Kids Clubhouse to two tiers (Jarboe, 2014).

The year prior to the stadium renovations (2015), Cleveland's Progressive field averaged 17,806 fans per game and following the makeover (2016), attendance increased to an average of 19,650 per game (ESPN, 2017). Although construction renovations reduced the overall stadium seating capacity, the focus on improving the fan experience led the Indians to expect significantly increased average attendance. Proactively, the Indians added a full-time person in the human resource department to oversee the seasonal workers, and in 2017, the staff directory included six personnel in the department (Cleveland Indians, 2017). The Indians also hired more ushers, vendors, and concession workers than were required in any previous season.

Gabe Gershenfeld, an analytics specialist for the Indians in 2015, designed a formula to predict attendance using historical data, trend analyses for promotional activities, market-size demographics, weather forecasts, opponents, team performance, and the night of the week and time of year (Kleps, 2014). The ability to accurately predict future attendance assisted in determining the additional seasonal hires needed for the 2015 season. The following season (2016), the Indians won the American East Championship and lost to the Chicago Cubs in the World Series.

TURNOVER RATE

For the most part, predicting vacancies is a function of a **trend analysis** of **turnover rates** over specified time periods, such as annually, monthly, quarterly, or biannually. Assuming conditions in the organization are stable, predictions for the number of vacancies would be relatively unchanged from year to year.

The basic formula for determining turnover rate divides the number of workers who left an organization in a given time period by the overall number of employment positions during the same time period. For example, a full-service health, fitness, and tennis club with 80 full-time positions that lost 11 employees during the year as a result of retirement, attrition, resignation, or termination will have a 13.7% turnover rate. The formula divides the number of employees who are no longer with the club (11) by the total number of positions (80), then multiplies the result by 100 to convert it to a percentage (13.7%). The mathematical computation for the example is $11 \div 80 = .137 \times 100 = 13.7\%$.

The trend analysis simply averages the turnover rates over a particular time period. **Table 5-1** is an example of a turnover trend analysis for a fitness center over a 5-year period.

Turnover rates can be skewed by a dramatic increase or decrease in available positions that were not part of the organization in the previous season. A professional franchise that acquires a marquee player (e.g., the LeBron James effect in Miami and then Cleveland) provides justification for executives to predict an increased need for ushers, security, parking attendants, and concession workers while also mitigating a decreased need for ticket sales associates. Similarly, a reduction in vacancies may result from declining

TABLE 5-1: Average Turnover for Athletic Club Based on 5-Year Data Analysis

	Number of Employees Separated from Company	Total Number of Employees	Percentage of Turnover
2017	11	80	13.75
2016	15	80	18.75
2015	9	80	11.25
2014	10	75	13.33
2013	16	75	21.33
			Average = 15.68%

LeBron James' return to the NBA Cleveland Cavaliers prompted executives to consider impact on staffing.

membership at a health club or the elimination of a university football team (e.g., University of Alabama–Birmingham following the 2014 season [reinstated for 2017]).

Greater accuracy in predicting vacancies occurs when considering both turnover rates and additional contributory factors. For example, the number of employees who departed within the first year of their hire date may yield interesting information, as would an analysis of turnover rates for each separate department. Valid information could be derived from examining departures in each department attributed to retirement, termination, promotion, demotion, transfer, layoff, or another cause. A critical investigation of turnover data along with a keen sense for acknowledging how change may influence vacancies facilitates a better understanding of where and when openings will occur. The additional information typically stems from a type of predictive analytics known as workforce analysis.

WORKFORCE ANALYSIS

Workforce analysis is broadly defined as a data-driven approach to tracking employee information and organizational practices related to labor and staffing. It provides more information than the turnover rate in forecasting vacancies. Workforce analysis relies on historical data and allows managers and supervisors to assess both the supply and demand of labor in an organization. Combining workforce analysis with intuition provides the necessary information for making practical decisions related to developing strategies to address turnover, downsizing, or retention, for instance.

There are numerous methodologies, templates, and tools available for conducting a workforce analysis. Organizations must initially decide what information is necessary to best fit the intended purpose of an analysis. For example, a junior college athletics and intramural department might be interested in an organizational analysis of student-worker positions to determine how many would likely need to be replaced over the next 3 years.

A simple chart depicting each job, the current student employed, the like-lihood of rehire, and the worker's classification (freshman, sophomore, junior, or senior) would provide the information needed to predict vacancies. In another case, executives of a chain of retail sporting goods stores tasked with determining how and where to reduce labor costs by a minimum of 10% would require a much more complex workforce analysis than the junior college example. An assessment of the organizational flowchart and a review of employee information relative to performance evaluations, status (part time or full time), hire dates, and retirement eligibility are necessary components for managers to consider in a more thorough analysis.

Employee Inventories, Skills Inventories, and Gap Analysis

Employee and skills inventories are data sets used in workforce planning. A gap analysis is an assessment procedure analyzing two pieces or sets of data. The **employee inventory** is a record of information on all personnel in an organization. The inventory includes pertinent information such as educational attainment, job title, length of employment, appointment status (temporary, part time, or full time), specific responsibilities, salary level, performance ratings, equipment issued, account passwords, and/or special skills or certifications.

A **job analysis**, also referred to as a **skills inventory**, focuses on work performed in a business and is based on the duties and responsibilities involved in each position in an organization. The analysis is usually organized in a spreadsheet or database format and includes information on job classifications, duties, responsibilities, and the requisite skills, knowledge, or competencies deemed integral to a position. The workforce investigation uses the job analysis to determine the number and types of employees needed to effectively perform the skills required for each position. The job analysis is also the tool used for developing job descriptions in the recruiting process to fill vacancies.

Integration of current employee information and the data from a job analysis provides information to conduct a gap analysis, which is an investigation of labor demands compared with **labor supply**. **Labor demand** is predicated on the types and number of workers necessary to accomplish the organization's goals in a specific time period (e.g., past, current, or future). Labor supply, on the other hand, can be determined by assessing the present workforce in terms of numbers and the skill sets or competencies available to meet demands. The gap analysis identifies who (if anyone) has the competencies deemed necessary for each position to determine if there is a surplus or shortage. For example, a professional sports team that has an

opening for a marketing manager would be able to use a workforce analysis to review the competencies of current employees to determine who has the requisite experience, education, and skills to potentially fill the position.

Managers must implement strategies to overcome a shortage or deal with an excess of labor supply. If forecasted labor demands exceed workforce supply projections, management may need to create vacancy openings or train and promote internal employees to fill gaps. On the other hand, if the demand forecast falls short of the projected supply of workers, strategies may necessitate decisions to downsize the organization or shift work classifications.

Youth, college, and professional sports teams use a form of a workforce analysis to account for position depth. Coaches, general managers, and executives analyze information on their players to determine if there is an unmet need that should be filled or an overabundance of talent in a particular area. The analysis leads to data-driven decisions for adding to a roster, releasing individuals, or reassigning positions. Similarly, a gap analysis can target an overabundance of workers with a particular skill set, leading to reassignments or layoffs, or it can identify shortfalls necessitating training or recruiting to fill vacancies.

Labor supply and demand are influenced by such activities as budget cuts, restructuring, and outsourcing decisions, which is why a gap analysis requires intuitive thinking in addition to factual information. For example, age variables identify the number of employees eligible for retirement, which may skew projections based on current labor availability alone.

Human resource technology solution firms, such as Oracle, Kronos, SAP, and Halogen, advocate the benefits of programs that can easily merge inventory databases, automatically apply algorithms, and provide numerous analytic reports. Human capital software programs can aid retention by spotting patterns that indicate employees who are more likely to quit, followed by an automated notification sent to management, who can then decide if an intervention is warranted. When software systems are used over time, their analytical capabilities can be refined through manual entry of data identifying which predictions were right or wrong.

Oracle is a technology company offering database solutions for human resource needs. The company has naming rights to Oracle Arena in Oakland California, home of the NBA Golden State Warriors.

Excel spreadsheets prove useful in categorizing and sorting human resource information; however, the complexity and customization of data integration are limited. Sports organizations are often smaller companies with limited resources to afford human capital software programs. All businesses, regardless of size or scope, should appreciate the value of technological tools to manage employee information even those as simple as an Excel spreadsheet

Organizational Structure Analysis

Organizational structure analysis provides an opportunity to evaluate the productivity of human capital and capacity based on status and relationships within the organization. An **organizational flowchart** is a pictorial diagram identifying the structure of the business, with an emphasis on the relationships and ranks of employees and departments. It is useful in a workforce analysis as a supplement to employee and skills inventories.

Most sports organizations create an organizational flowchart depicting work groups arranged by the function of the jobs performed (e.g., coaching, training, marketing, community relations, administration, compliance, ticket sales, etc.). The second most common structure for sports organizations is one using an overlapping matrix incorporating functional assignments and a second variable, such as geographic region or customer type. Global sports organizations such as the International Olympic Committee (IOC), Nike, and Adidas add geography to the organizational structure to create a matrix design. Fitness centers may design a structure that crosses functional areas, with a customer-focused approach to servicing toddlers, youths, teens, adults, and seniors.

The organizational chart identifies factors such as reporting lines, chains of command, communication flow, span of control, geographic dispersion, and the extent of centralization or decentralization in the business. An effective chart configuration facilitates the speed of information and decisions. An assessment considers the total number of layers from the lowest-level operational employee to the highest-level owner or executive and clarifies who is responsible for making decisions and what positions have overlapping responsibilities.

The analysis of an organizational flowchart may lead to **reengineering** a structure to best suit a business's ability to maximize efficiency and effectiveness. Reengineering departments and business functions into a leaner organizational structure can lead to pinpointing positions that are no longer viable, therefore providing justifications for layoffs. The restructuring

Six sport photographers for Sports Illustrated were laid off in 2014 after the parent company (Time, Inc.) restructured.

of organizations is typically a means for management to reduce payroll without compromising the level of service or quality in production areas. For example, Sports Illustrated laid off six photographers after a restructure of its parent company (Time Incorporated) provided pink slips (dismissals) to almost 500 employees in 2014 (Larimer, 2015). Similarly, a new president of the NBA Portland Trailblazers laid off nine employees on the business operations side after assessing the organizational structure of the franchise (Golliver, 2013). Finally, in 2015 ESPN eliminated 300 employees, primarily in the technology and production areas, which was the second layoff in 3 years for the company, which had 8000 employees worldwide and another 4200 based in Connecticut (Haar, 2015). Most of ESPN's broadcasters and on-air personalities are independent contractors and were not affected by the layoffs.

Conversely, reconfiguration can also pinpoint new structural needs that require specific talent acquisition that can be accomplished by shifting employee responsibilities, developing internal talent, or locating external talent. **Action-Shot 5-4** demonstrates the volatile nature of organizational restructuring that can affect staff levels, however, emerging trends in the sport industry such as increased specialization may also have an impact.

Throughout sports organizations, new roles have been developed to address the social and digital media revolution in communications and an emphasis on data analytics and fan engagement. The NBA Philadelphia 76ers (2017) employ a separate digital media department, which would have been unheard of a decade ago, and the Cleveland Indians (2017) have a separate Live Experience Department. Similarly, social media content specialists are listed on the staff directories of almost all professional league teams, as are staff devoted to analytics. Data analytics is also infiltrating the college ranks, as evidenced by the University of Nebraska, which developed a position for a director of sports analytics and data analysis (Husker, 2015). Adding positions as a result of restructuring and analyzing organizational structure can result in favorable outcomes for increasing a workforce.

▶ ACTION SHOT 5-4

Adidas Organizational Restructuring a Common Business Function

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Adidas, the German-based brand owning TaylorMade Golf, Reebok, Rockport, and numerous other companies underwent a massive reorganization in 2009 resulting in layoffs for some locations and expansion for others. Between 2000 and 2009, Adidas grew from 95 companies to over 190 global businesses (Adidas Group, 2009). Acquisitions, mergers, and market conditions caused the brand to assess its organizational structure almost continuously.

At the North American headquarters, the company realigned its marketing and sales staff in 2008 into four geographic regions, resulting in layoffs for 40–80 workers in Portland, Oregon. Two years later, the Portland office reported a net increase of 60 jobs following additional restructuring (Siemers, 2010).

Restructuring created new positions that required different skill sets than what was currently available among the internal labor pool, prompting the company to replace some workers with external talent instead of training and developing internal employees. The 2008 restructuring initiatives created over 1500 jobs (130 brand new) in a new 1.9 million square foot distribution center in Spartanburg, South Carolina (Sports Business Journal, 2010).

The Adidas company exemplifies the volatile nature of organizational restructuring. In 2014, restructuring of the golf side of Adidas added three executive positions to TaylorMade despite consolidating its Adams affiliate headquarters and relocating it from Plano, Texas, to the company's global headquarters in Carlsbad, California, resulting in 138 layoffs (Carlisle, 2014). Two years later, Adidas announced an overhaul of its Reebok brand including moving the company headquarters to Boston, closing stores, and laying off 150 employees (Thomasson, 2016). Positions and reporting lines are likely to experience further changes in 2017.

SUCCESSION PLANNING

Succession planning not only predicts vacancies resulting from retirement or an unexpected departure of an employee, but it also identifies an internal pool of prospective replacements for impending openings. Succession plans assist management in estimating timelines for filling positions and determining if and when internal candidates have the requisite skills or can be trained or developed to assume new roles. Plans are typically crafted to represent vacancy replacement opportunities in light of impending retirements

or to address needs to replace the most key constituents in the organization who may be lost to an unexpected death or departure. Succession plans are useful for proactively addressing critical personnel isolated in a particular geographic region (e.g., a director of global basketball operations in Asia) or for addressing positions with high turnover (e.g., an entry-level ticket sales accountant for an arena football team).

There are numerous means for managers and human resource personnel to address succession planning, such as through the development of talent identification charts, competency charts, or readiness assessment tables. A competency chart, for example, lists "critical" positions and ranks individuals on each competency area required of the position to determine whether the person is proficient, skilled, or would need development. Similarly, a readiness chart or table identifies position titles along with characteristics of potential candidates who could potentially fill role assignments (see **Table 5-2**).

Succession planning includes both critical data analysis and a degree of intuitive thinking to rank competencies or estimate the time period in which a candidate might be prepared to step into a new role. The example in Table 5-2 indicates a high need to develop one or more staff members

TABLE 5-2: Segment of a Sample Succession Template for an Intercollegiate Athletics Department

Position Title	Job Rank	Incumbent Name	Retirement Status	Number of Staff Ready Now	Number of Staff Ready in 1–2 Years
Director of Athletics	1		C	1	1
Deputy Director of Athletics—Internal Affairs	2		C	1	2
Assistant Director of Athletics—External Affairs	2		B	2	2
Director of Compliance	1		A	0	4

Job Rank:
(1) Critical—Replace ASAP.
(2) Very Important—Replace within 6 months.

Retirement Status:
(A): Retirement likely—1 year.
(B): Retirement likely—2 years.
(C): Retirement eligible—5 years.

for the position of director of compliance in an intercollegiate athletics department because the incumbent is in a critical position and likely to retire with 1 year. The example also indicates only a moderate or low need to develop a replacement for the director of athletics position because at least one staff member is ready to assume the position almost immediately, and the incumbent is not likely to retire in the next 5 years.

Recruitment Plans

Prior to engaging in recruitment activities to fill vacancies, especially with external candidates, a plan must address responsibilities, timelines, **stakeholders**, and processes to search, screen, and secure candidates. A **recruitment plan** essentially contains the blueprints and guidelines for the process of acquiring talent from start to finish. An example of a recruitment plan for youth coaches published by the Positive Coaching Alliance (2014) outlines activities beginning with identifying a recruiting manager to the final step of evaluating the entire process after the selection of a candidate.

Although companies and professional organizations may have a policy manual or staff handbook addressing general recruitment practices, such as who authorizes each hire or a commitment to equal opportunity employment, it is common to revisit the general practice and develop an individual plan for each job opening to address specifics such as the deadline to accept résumés or the names of individuals responsible for recommending a candidate.

Included in recruitment plans are job descriptions and information regarding individuals involved in the process (e.g., search committee). Two important components of the recruitment plan are the structural issues, which can be detailed in a recruitment flowchart, and the communication strategies for executing the plan.

JOB DESCRIPTIONS

Job descriptions are an essential component in recruitment planning and stem from the job analysis (see **Box 5-2** for best practices in preparing a job description). A **job description** is a profile of a particular position, including the knowledge, skills, and abilities necessary to perform the job, divided into requirements and preferences. The requirements listed in the job description must support the essential functions and serve as the primary criteria for selecting/rejecting candidates. **Essential functions** are those tasks or responsibilities of a particular position that are fundamental to the job. Knowing the essential functions aids in writing appropriate interview questions,

BOX 5-2

Best Practices for Preparing a Job Description

- Use examples/explanations for words that have varying interpretations.
- Use nontechnical language whenever possible.
- Explain objectives, duties, and responsibilities of a job so that they are understandable even to a layperson.
- Keep sentence structure as simple as possible.
- Begin each sentence with an active verb, always using the present tense.
- Whenever possible, describe the desired outcome of the work rather than the method for accomplishing that outcome.

- Avoid words that don't tell specifically what the employee does, such as *handles*. Others you may want to avoid include *checks, prepares, examines,* and *sends*. If these words are the most accurate and specific ones available, it may be acceptable to use them, but if a more specific term would describe the task more clearly, use it.
- Use generic terms instead of proprietary names (avoid *Microsoft, Xerox, Macintosh,* etc.).
- Avoid using gender-based language; for example, use *he or she* rather than *he*.

determining whether a person is qualified to perform the essential duties, and identifying reasonable accommodations to enable a disabled person to perform the essential functions.

In identifying essential functions, it is important to consider (1) whether employees in the position actually are required to perform the function and (2) whether removing that function would fundamentally change the job. A job description for a special projects manager for the Orlando City Soccer Club, the 2015 Major League Soccer (MLS) expansion team, listed responsibilities such as "assist with tracking budgets, strategic plans and other metrics for regular report to the Executive Office" (Teamwork Online, 2014). If, however, a candidate could be hired into the role as a special projects manager without being required to provide data-driven metrics, the job description should include alternate language because of its inclusion of a nonessential function. Similarly, if someone is hired to proofread player contracts and other documents, the ability to proofread accurately is an essential function to be noted in the job description because it is the primary reason the position exists. Therefore, proofreading is vital in the job description.

The job description notes the essential qualifications necessary for performing the responsibilities of the position but may be expanded to identify preferred qualifications, such as a certification or advanced education. Once a job description is crafted, it should be reviewed and approved

by all appropriate parties, such as a vice president, supervisor, or director. The approving authority forwards the job description to the organization's human resource representative for archiving. Documents should be easily accessible when a vacancy becomes available. An example of a job description for an entry-level analytics specialist for the NBA Sacramento Kings was provided in Action Shot 5-2.

RECRUITMENT FLOWCHART

The structural components of a recruitment plan to fill a vacancy (or multiple vacancies) include the logistical information to execute the stages of searching, screening, and selecting a candidate. A **recruitment flowchart** is the detailed road map that streamlines processes and answers the following questions:

- What specific activities need to be accomplished?
- What is the logical order of activities to be accomplished?
- Who will accomplish each activity?
- When should each activity start and end?
- What resources are necessary to accomplish each activity?

The chart is a planning document that sequences processes and identifies necessary resources to execute activities such as job board announcements, representation at job fairs, consulting functions, referral programs, outsourcing functions, background checks, drug testing, and so forth. The four steps to create a recruitment flowchart (see partial example in **Table 5-3**) are as follows:

1. Chronologically list each recruitment activity under the headings "Search," "Screen," and "Select" (number activities accordingly).
2. Identify date parameters for starting and ending each activity.
3. Identify the individual responsible for the execution of each activity.
4. Allocate the type of resources necessary for each step (e.g., money or equipment) and assign a dollar amount.

TABLE 5-3: Sample Segment in the Search Phase of a Recruitment Flowchart

SEARCH PHASE				
Filter resumes by minimum education and work experience requirement	6-15-2017	6-20-2017	Director of Human Resources	None $0

Details in the recruitment flowchart facilitate the development of an operating budget, which is the sum of the expenses associated with each activity under the column for resources. Modifications may be made by eliminating, adding, or trimming line items, but it should be cautioned that aspects of the recruitment plan will be affected by any change in funding. For example, if a recruitment plan for the executive director of a regional district of YMCA branch locations has allocated mileage reimbursement for three in-person interviews, and two candidates are from locations from distances requiring airline travel, a decision will have to be made to exceed the budget, eliminate a candidate, or narrow the geographical search area.

Timelines are also essential to the recruitment plan. Individuals responsible for crafting the plan must consider the time necessary to advertise a position, screen applicants, select a final candidate, and receive an acceptance of an offer. Consideration needs to be given to account for a reasonable time period between a new hire's appointment and his or her first day on the job. In essence, the recruitment flowchart serves as a system to ensure an efficient and effective process.

COMMUNICATION STRATEGIES FOR RECRUITMENT PLANS

Planned communication is essential for the individuals involved in executing the recruitment plan because it facilitates accountability and confidentiality. Because even the best-laid plan is vulnerable to misinterpretation, conversing with and briefing involved parties must occur in the beginning stages of the process. Consider a clause in a recruitment plan to check that all qualified applicants for any new summer camp counselor position are certified in water safety instruction and have passed through a criminal background check. If the responsible parties filtering candidates overlook the requirement, delays may result, with applicants improperly believing they are viable candidates.

Communication at the beginning and throughout the recruitment stages keeps the hiring authority and all stakeholders informed. College admissions offices tailor messages to prospective students based on attributes, interests, and other criteria learned in the application process. Online advertisers and marketers tailor messages to consumers based on an assessment of Internet habits. The sports industry can benefit by emulating the ideas of planned, deliberate communications to strengthen recruitment activities.

A **communication strategy chart** can appropriately articulate communications strategies in a recruitment plan to indicate how and when information will be shared with each stakeholder group (see **Table 5-4**). Driving

TABLE 5-4: Sample Section from Communication Strategy Chart for Recruiting a Head Basketball Coach

Campus interviews scheduled—itineraries and candidate materials will be distributed to parties involved a minimum of 1 week prior to interview

Audience	Method	Time Period	Responsible
Search Committee including Human Resource Representative	E-mail	Within 24 hours of confirmation by each candidate	Search Committee Chair
Director of Athletics	E-mail	Within 24 hours of confirmation by each candidate	Search Committee Chair
Assistant Basketball Coach	E-mail	Within 48 hours of notification to Athletic Director	Director of Athletics
President and Cabinet	Face-to-face: Update at weekly cabinet meeting	First cabinet meeting following confirmation by each candidate	Director of Athletics
Board of Trustees	Electronic memo	A minimum of 2 weeks prior to first interview date	President's Executive Assistant
Athletic Department	Electronic memo	A minimum of 2 weeks prior to first interview date	Athletic Director's Office Manager
Team Members	Face-to-face meeting	A minimum of 2 weeks prior to first interview date	Assistant Basketball Coach
Faculty and Staff	N/A	N/A	N/A
Alumni	N/A	N/A	N/A
Boosters	N/A	N/A	N/A
Community	N/A	N/A	N/A
Other: *Faculty, staff, alumni, or personnel part of campus interview*	Electronic memo	A minimum of 2 weeks prior to first interview date	Search Committee Chair

the design of the chart is the message that needs to be shared with each audience type. For each message, the chart outlines the intended audience, the methods or tools to deliver information, the timing or frequency of planned communications, and the responsible entity to deliver the messages accurately and according to the established time frame. It should be noted that not every stakeholder group needs to be informed of every message, which is a deliberate technique to facilitate confidentiality.

The timing and mode for delivering the message are extremely important. For example, a face-to-face group or individual meeting may sometimes be necessary to filter questions and clarify objectives, whereas in other cases, an electronic message with very little explanation will suffice in expediting sharing of information. Determining the lead time for receiving information allows individuals involved with upcoming activities an opportunity to check calendars and clear schedules.

Ensuring that the appropriate messenger is delivering the communication is also an important consideration. Accountability is established, and deliberate designation of the messenger responsible for reporting to a stakeholder group allows for lines of authority to follow the appropriate channel. The "keeper" of the communication strategy chart, such as the chair of the selection committee, a department manager, or a human resource director, should routinely check with the designated messenger to determine successful completion by the date outlined. The communication feedback assists in creating an efficient and timely process for all recruitment activities.

Search Committees

The premise of appointing a search committee is predicated on the assumption that multiple individuals with a vested interest will strengthen the recruitment process and better ensure consistency, fairness, and transparency. Typically, the composition of search committees is reviewed and approved before individuals are authorized to perform respective duties. Ideally, a committee is diverse in ethnicity, age, and rank. The committee essentially carries out the functions to screen candidates before making a recommendation to a board or hiring authority.

A search committee charged with recommending an intercollegiate head coach or director of athletics may include representatives from the community, faculty, administration, staff, alumni, students, and board of trustees. The role of the search committee is to oversee and execute tasks involved in the recruitment of candidates.

In the *Best Hiring Practices* booklet published by the National Collegiate Athletic Association (2012, p. 4), Floyd Keith, former executive director of the Black Coaches Association, identified the following considerations for developing a search committee:

1. Who is involved with the search team?
2. What is the gender and ethnic diversity of the search team?
3. Does the search have a realistic time frame?
4. Is the search consistent with the institution's affirmative action principles?

Generally, once a search committee is appointed, a chair or spokesperson is identified to lead the candidate review process. The chairperson often has the greatest vested interest in the outcome of the selection; however, organizations may prefer to name a respected neutral party with a more dispassionate view in order to minimize the potential for bias. A chair must remain objective and avoid perpetuating the subculture of a team of which he or she is a part. The basic role of the chair is to keep participants on task and to manage all phases of recruitment activities to ensure an effective, efficient, and accountable process. The chair is also expected to communicate regularly to hiring officials and to cultivate consensus among members for a recommendation.

There are no standard procedures for the use of search committees; however, it is important for members to understand their respective roles and responsibilities. When a search committee is assembled, members are typically briefed on their specific charge (e.g., forward three names) and provided information and instructions to complete their tasks (see **Box 5-3**).

BOX 5-3

Information for Search Committee Initial Briefing

- The scope of responsibility of the chair
- Specific guidelines for the evaluation of candidates based on advertised skills and abilities
- The latitude members have regarding designing processes or executing phases of the search
- A list of recruiting policies
- Budget allocations and approval processes for requisitioning monies

- Clarification of individual role assignments
- Any and all timelines
- Explanations for avoiding breaches of confidentiality
- Explanations of illegal interview questions
- Consequences for breaching confidentiality or for any activities circumventing the process
- The contact point to clarify issues or concerns

SEARCH FIRMS AND ALTERNATIVES TO SEARCH COMMITTEES

Search firms are commonly used to assist or replace search committees, such as in the case of replacing former NFL commissioner Paul Tagliabue, as described in **Action Shot 5-5**. Search firms are acquired or contracted especially for procuring candidates for high-profile positions in intercollegiate sports, professional sports, and large corporations such as Nike or William Morris Endeavor/International Management Group (WME/IMG). In the collegiate ranks, search firms are used to hire football and basketball coaches in addition to athletics directors. In the professional sports ranks, firms are used to hire general managers, chief executive officers (CEOs), presidents, and a variety of other executives. Large sports corporations also use firms to hire high-ranking executives.

▶ ACTION SHOT 5-5

The Replacement of Former NFL Commissioner Pete Rozelle

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It took three distinct search committees before a new NFL commissioner was voted in to replace Pete Rozelle in 1989. The NFL's initially appointed six-person high-profile search committee was dissolved and replaced by no less than two new groups to oversee the recommendation of final candidates to replace long-time Commissioner Rozelle. Reportedly, the election of Jim Finks to the commissioner role was blocked by 11 franchise owners who abstained from the vote (George, 1989; Oates, 1989). Finks was the general manager for the New Orleans Saints and a unanimous candidate of the original search committee. The abstention votes of the 11 disenchanted franchise representatives were orchestrated not as a symbol of disapproval of Fink but to send a message to the NFL headquarters that the owners should have a greater role in the selection process.

The first replacement committee recommended four candidates, which included Finks and Paul Tagliabue, who tied in the number of votes received by NFL owners. The NFL's third appointed search committee was thereafter charged with making a single recommendation for the role of commissioner among the four candidates. Tagliabue was the unanimous recommendation and was eventually voted in by a majority of NFL owners to replace Rozelle, who died of brain cancer in 1996. Fink was offered a position as the first president of NFL Operations, but he declined. The search firm of Heidrick and Struggles was contracted to assist each group.

The Green Bay Packers secured the services of the Spencer Stuart agency in 2007 when seeking a replacement for departing CEO John Jones, who suffered from the residual effects of multiple heart surgeries (NFL, 2012). As noted in Action Shot 5-5, the firm of Heidrick and Struggles assisted the NFL in its search for a new commissioner in 1989. The search firm Parker Executive Search (2017) was used by the U.S. Olympic Committee, the National Collegiate Athletic Association (NCAA), and the Atlanta Dream of the Women's National Basketball Association. Turnkey Sports and Entertainment (2017) serves the

The WNBA Atlanta Dream is one of the sports organizations using executive search firms.

PGA Tour and numerous major league franchises as a reputable search firm. Alden and Associates (2017) is a search firm under the umbrella of Spellman Johnson that specializes in higher education and intercollegiate athletics.

With fees ranging from four to six figures, search firms provide professional recruiting services that are typically test proven. A retainer representing a percentage of the total fees paid in advance is often required before rendering services. The advantage of using a search firm is that the firm should provide a broadened candidate pool that ideally yields higher quality applicants as opposed to a traditional search conducted solely by the organization. An intangible benefit is the valuable time a search firm saves an organization that outsources tedious tasks such as background checks.

An alternative to the traditional search committee is to abdicate hiring authority to the department or unit head, such as when a head basketball coach hires a student manager or part-time clock operator. Other alternatives include single-unit decisions to expedite the process or the use of an omnibus search committee that functions solely to recruit candidates for all departments.

Recap

Human resource decisions have a significant impact on an organization's financial performance and an impact on organizational efficiency. Preparing for vacancies in a sports organization is a routine function for managers, supervisors, and human resource specialists who are accustomed to making staffing decisions. Analytics, the systematic examination of data to

determine patterns, trends, or relationships, is appropriate in the field of human resources to assist professionals in predicting vacancies and making staffing decisions validated on factual information as opposed to intuition. Analytic specialists are employed by most professional sports franchises in order to provide executives with information that ties data-driven decisions to revenue streams such as player personnel selections and trades.

A workforce analysis assesses an organization's structure and the gap between demand and supply forecasts obtained through employee and skills inventories. The workforce analysis facilitates strategy development to manage a surplus or shortfall of workers.

Succession planning to identify internal candidates prepared to assume vacancies in an organization relies on analytics and data management. Individuals using analytics need to be cognizant of internal conditions and/or external environmental, technological, or societal factors that may also impact staffing levels, such as 9/11's influence on the need for a greater number of security personnel in large sporting venues.

Plans to address an impending vacancy provide the blueprints and accountability indicators for recruiting activities. A recruitment flowchart identifying steps in the plan, responsible personnel, a timeline, and resource implications assists in preparing an operating budget and providing accountability. Search committees are often appointed when hiring for a relatively important position within an organization. Job descriptions are essential to the preparation plans. Most importantly, a recruiting plan needs to include the proper communication channels and messages for the intended audience type. Communication plans provide accountability and controls for confidentiality.

🌐 GLOBAL SPOTLIGHT 5-1

Succession Plan for Germany's Adidas Executive, Herbert Hainer

Herbert Hainer, chief executive officer for Adidas, has the longest tenure as the head of any blue-chip corporation in Germany. Hainer's contract, due to expire in 2015, was extended to 2017 under the condition that he develop a succession plan for his replacement. In 2016, Adidas announced Kasper Rorsted from Denmark as his replacement effective October 1. Rorsted lived in Germany since 1991 and previously worked at Henkel, Oracle, Compaq and Hewlett Packard (Chatterly and Handley, 2017). Hainer remained on contract during a 2-month transition period. A graduate of Harvard with an extensive international orientation,

The rationale for a 2-year extension was to avoid potential leadership changes during either of the two largest global sporting events in the world during his reign, the 2016 Summer Olympics in Brazil and the 2018 World Cup in in Russia. Igor Landau, chairman of the Adidas supervisory board in charge of the search, noted the company's commitment to pursue a generation change already initiated a year prior when the head of global brands, with 30 years of service, was replaced and 12 directors, all new to their positions, were appointed (Thomasson, 2014).

The executive search firm of Egon Zehnder International Inc. was secured to assist Adidas with identifying Hainer's successor. Egon Zehnder (2015) operates 69 offices in 41 countries throughout Europe, the Asia Pacific, the Americas, Africa, and the Middle East.

DISCUSSION QUESTIONS

1. Why are turnover rates alone not enough to accurately predict vacancies?
2. How does the boiled frog phenomenon apply to a sports manager who doesn't use intuition to account for environmental changes when predicting vacancies in a local gym?
3. What analytics are involved in a workforce analysis for a Planet Fitness Center that has just acquired a second location that will be managed by the same owner?
4. What are the important considerations involved in developing a communication plan for recruiting a high-profile coach in the NFL that are not typically part of a communication plan to recruit a high school basketball coach?

APPLIED ACTIVITIES

To complete the activities, review the case study for this chapter, "Increasing Staff at Forest Grove Parks and Recreation," and conduct additional research on the organization's website through an Internet search

for Forest Grove Parks and Recreation in Oregon. After reviewing the information, complete the following activities:

1. Develop a job description for a new full-time position in the parks division.
2. Develop a recruitment flowchart for the position that spans 6 to 10 weeks.
3. Identify five sources of job candidates for the position.
4. Develop a communication strategy chart for interviewing the top three candidates.

CASE STUDY

Increasing Staff at Forest Grove Parks and Recreation

The Forest Grove Parks and Recreation Department for the state of Oregon includes an aquatic center and 14 parks encompassing over 350 acres within the city limits. In 2014, the population of the city of Forest Grove was 23,096, which included an increase of 2008 residents over a 4-year period (U.S. Census Bureau, 2015).

Governing the Forest Grove Parks and Recreation Department is a nine-member Commission representing five areas of the city, the school district, and two at-large positions. The Commission reports to the City Council and advises on such areas as recreation programming, planning, and facility development.

The aquatics center is home to the Forest Grove swim club, the Forest Grove High School water polo and swim teams, and the Pacific University swim teams. The center is staffed with one full-time employee, two half-time employees, and approximately 30 seasonal part-time workers (primarily lifeguards).

The Forest Grove Parks are staffed with the equivalent of four full-time employees year-round, with the addition of another full-time worker in the summer (Bray, 2013a). The department has implemented a successful volunteer program that provides opportunities for individuals or groups to commit to a single day of service, several days, or an ongoing assignment through the Adopt-a-Park program. Volunteers primarily maintain the parks by weeding, removing litter, and planting foliage. Facilities for 10 of the parks are highlighted in **Table 5-5** (Forest Grove, 2017).

In 2013, it was brought to the attention of the Commission that within the past year, the parks division experienced a 25% increase in pool usage and a 20% increase in acreage managed by the department over the past 10 years (Bray, 2013a). This information, as well as consideration for the increasing population growth for the city, triggered concern in the ability to maintain the expected standards of service to the community with the current staffing level.

The Commission decided to explore an increase in staffing. The first step was to form a subcommittee tasked with drafting a formal proposal to present to the Forest Grove city manager and finance director. The anticipated economic impact for a full-time employee was $50,000 for salaries and benefits (Bray, 2013a). The Committee discussed the merit of adding a minimum of at least one full-time parks employee, increasing a half-time aquatics position to full time, and adding one additional half-time employee.

Table 5-5: Parks and Facilities for Forest Grove, Oregon

Park	Facilities
Bard Park 2921 22nd Avenue 22nd & Kingwood	Basketball court, barbeques, picnic tables, playground equipment, shelter, walking path
Forest Glen Park—Lower 101 Gales Creek Road, south end of Lavina	Basketball court, trails
Forest Glen Park—Upper 3250 Forest Gale Drive, corner of Circle Crest	Barbeque, picnic tables, playground equipment
Hazel Sills Park 1627 Willamina Avenue	Barbeques, picnic tables, playground equipment
Joseph Gale Park 3014 18th Avenue 18th and Maple	Baseball fields, softball field, barbeques, picnic tables, playground equipment, restrooms
Knox Ridge Park 2422 Strasburg Drive, corner of Strasburg Drive and Kalex Lane	Playground including play structure, swings, picnic tables, benches and the best view of the coast range
Lincoln Park 2725 Main Street, between Main and Sunset Drive North of Aquatic Center	Baseball fields, softball field, barbeques, picnic shelters, picnic tables, playground equipment, restrooms, BMX course, skatepark, track, soccer field, walking path
Rogers Park 2421 17th Avenue, 18th and Elm	Barbeques, picnic shelter, picnic tables, playground equipment, tennis court, Porta-Potty, walking path
Talisman Park 1210 Willamina Avenue	Barbeques, picnic shelter, picnic tables, playground equipment, walking path
Thatcher Park 750 NW David Hill Road	Baseball fields, picnic shelter, picnic tables, playground equipment, restrooms, soccer field, softball fields, walking path, off-leash dog area

The actual proposal included a 10-year analysis of staffing for both the Aquatics Center and the Parks Division. Justifications for the recommended budget allocations were outlined, and a statement of needs and benefits was provided. Important in the process was the timeline to submit the proposal in consideration of the budgetary impact. The subcommittee submitted the formal request and accompanying documentation 1 month prior to the city's formal budget meetings and 2 months prior to the approval date. Aligning the proposal submission with the city's annual budget cycle for decision packages was a crucial component of the process.

The final result was an increase in the hours of one administrative employee in the aquatics department from half time to three-quarters time and the approval of an increase from half time to full time for an employee in the parks department (Bray, 2013b).

CASE STUDY QUESTIONS

1. Why did the Commission believe there was a need to increase staff levels for the Forest Grove Parks Division and at the Aquatics Center?

2. What types of analytics assisted the Forest Grove Parks and Recreation Commission subcommittee in forecasting staffing needs for the city?

3. Why was the timing of when the proposal was submitted to the city manager and finance director important?

4. What was the difference between the staff increases requested and the final outcome?

5. What strategies or additional analytical information in the proposal do you believe may have persuaded the City Council to permit the increase in staffing at the levels requested?

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