HUMAN RESOURCES IN SPORTS
A Managerial Approach

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This textbook is dedicated to my brother, Dr. West Hamryka. No words can express the depth of my gratitude for your selfless and unconditional support that positively transformed the life of a young adult . . . maybe this dedication will scratch the surface.

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**Game Time: Executing a Winning Performance**

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My contributions to this text in an advisory capacity are based on more than a decade of experience in the sport industry. Seven of those years were spent working as the director of human resources for the Columbus Blue Jackets, a member club of the National Hockey League (NHL). It has been a phenomenal journey to lend my practitioner-based expertise to an accomplished scholar and former athletic administrator.

When I joined the Blue Jackets organization in 2000 as a law clerk, the team was beginning its first season as an expansion franchise. After passing the Ohio Bar Exam, I served as the Legal/Immigration Associate until 2003 when I made the move from the legal department to creating and overseeing the human resources department. My duties early on included overseeing immigration efforts and workers’ compensation administration, in addition to assisting the general counsel, chief financial officer, and controller with sponsor contracts, lease agreements, insurance plans, 401(k) arrangements, and various legal issues. With more than 150 full-time and 300 part-time employees between the Blue Jackets and the arena management company, it was apparent the NHL team was in need of a centralized place to manage human resource–related functions. In 2003, the team president, general counsel, and executive staff agreed to establish a human resources department, and I was appointed as the director.

Over the next 7 years, the department hired a staff; developed, reviewed, and updated policies; and provided a centralized unit that supported the operations of both its leaders and employees. The newly established department offered direct guidance to administrators to assist with recruiting efforts, annual performance appraisals, and occasional disciplinary action. The department also engaged in activities supporting the Blue Jackets’ general employees, such as benefits administration, retirement-planning assistance, and programming for career development. This textbook addresses
many of the routine and non-routine responsibilities and tasks that I supervised or performed during my time as director of human resources for the NHL Blue Jackets.

I did not meet the author of this text until a number of years after I left the Blue Jackets organization. Her oldest daughter, who was enrolled in one of my courses at a small, private university in Columbus, Ohio, expressed that the two of us were very like-minded in our approach to teaching, working with students, and discussing the business side of sports. Before long, the three of us met at a coffee shop, and almost immediately, Dr. Tiell and I were commiserating about the fact that every textbook related to sports and human resources was either outdated or from a publisher outside the United States. In less than a half hour, we decided we could “build a better mousetrap” and began to outline the chapters of a text that could be an industry market leader for sports educators in higher education. The rest of the story, as they say, is history! Over the 4½ years since that initial meeting, Dr. Tiell has devoted an enormous amount of time and energy to research and writing this textbook, while my role morphed into primarily being a supportive colleague and sounding board. My main writing contribution can be found in the chapters related to employment law in sports and compensation and benefits.

Dr. Tiell masterfully presents a logical and practical overview of human resource processes, responsibilities, and trends applied to a diverse sports industry and a diverse workforce. The scope of this text is beneficial both for workers in a large, professional sports franchise employing an autonomous, fully functioning human resource department, such as the Columbus Blue Jackets, and for a manager of a small public golf course or fitness facility tasked with hiring workers and administering weekly paychecks. Dr. Tiell writes a well-documented, managerial-focused, and applied textbook that should engage future and current practitioners in all sectors of sports while facilitating a greater appreciation of human resources as the most valuable asset of an organization.

It is no secret that many sports organizations today are similar to the early days of the Columbus Blue Jackets in that they can operate without a separate human resource department or, like many organizations, with a very small human resources department. The focus of Human Resources in Sports: A Managerial Approach is thus to provide general human resource–related foundational material for managers and supervisors in organizations operating without any dedicated human resource personnel. Although some individuals who use this text might someday have a
career focus in human resources, most will not. Instead, they will go on to work in sports organizations in sales, marketing, or operations and will use foundational human resource knowledge as a supervisor and not as a human resource professional.

The information in *Human Resources in Sports: A Managerial Approach* is well-organized and well-documented, but—most importantly—it accurately reflects the nuances of human resource activities apparent in a majority of sports organizations operating in the United States. Students and practitioners will enjoy the examples of human resource activities in action while appreciating the availability of templates and sample documents used in sports organizations such as the Columbus Blue Jackets. Finally, readers will appreciate the information in each chapter’s Global Spotlight, which portrays the human resource functions and roles of leaders and personnel working in sports organizations around the world.

I am proud and privileged to lend my expertise to the lead author, a well-respected colleague who shares a passion for embracing best practices for human resources in all sports businesses. Dr. Tiell has written an extraordinary textbook that truly addresses a managerial approach to human resources in the sports industry. The journey to this point has forged an incredible friendship and appreciation for perseverance, value-added relationships, and like-mindedness in the vocation of teaching.

Kelly Walton
Human Resources in Sports: A Managerial Approach uses a practitioner approach to address human resource practices and trends in an industry that includes a dissimilar workforce composed of full-time, part-time, seasonal, and volunteer labor. This text presents practical applications to assist industry professionals and future practitioners to navigate through the field of sports supervision while remaining cognizant of the antecedents and consequences of policies and procedures guiding business decisions and employment practices.

Section I of the text is designed to emphasize foundational knowledge for human resource practices, setting the stage for presenting a practitioner approach to staffing (Section II), supervision (Section III), and addressing selected workplace issues as well as industry trends (Section IV). No previous text has included the depth of practical applications of human resource tools and activities originating from real professionals with real experience in the field. The infusion of information from sports organizations around the world adds a global perspective while building on the universal theme of a managerial approach to human resource practices.

The field of human resources is very strategic. The diverse nature of the sports industry doesn't allow for standard processes and procedures in human resource functions. This text is written from the perspective of knowing that most sports organizations do not have the luxury of a fully functioning human resource department. The intent is to equip managers and supervisors in sports organizations with practical tools when having to assume roles involving human resource activities, such as hiring personnel, designing a compensation system, or negotiating a third-party vendor contract for payroll services. It addresses foundational knowledge for staffing and supervision while examining current trends and issues impacting human resources in sports organizations and preparation activities for practitioners.
Organized in 14 chapters spanning four sections, the textbook takes the reader on a journey of human resource preparatory activities, operational functions, and issues and trends that apply specifically to the sports industry in the United States and around the world. Audiences will appreciate the best practices and real-life sports applications that span the pages of each chapter, all of which culminate with a Case Study and a Global Spotlight. In addition to the samples of documents and forms used for human resource activities in sports organizations, the following features are included in every chapter:

- The **Industry Voice** feature opens each chapter with a quote from a professional working in the field.
- **Learning Outcomes** help readers guide and focus their study.
- **Key Terms** are listed at the beginning of the chapter and are presented in boldface type the first time they are used. Definitions can be found in the end-of-text Glossary.
- The **Lead-Off** section at the beginning of each chapter offers a preview of the material that will be presented.
- **Action Shot** boxed features provide applied scenarios and information.
- The **Global Spotlight** boxed feature highlights human resource issues in sports organizations around the world.
- The **Recap** section at the end of each chapter summarizes its contents.
- **Discussion Questions** encourage readers to debate topics relevant to the chapter with their peers.
- **Applied Activities** suggest exercises that allow readers to apply what has been learned in the chapter.
- The **Case Study** at the end of each chapter encourages readers to immerse themselves in a true-to-life scenario highlighting concepts presented in the text.

In addition to serving as a resource for practitioners in the field who engage in human resource activities, this book is written for upper-level undergraduate and graduate students pursuing a degree in sports and recreation management, sports administration, coaching, physical education, sports business, recreation and leisure, and other, similar areas. The presented information aligns with several domains of recommended sports management curriculum, including management principles, leadership, governance, sports ethics, and legal aspects.

The advantage of working with Kelley Walton, J.D., a former human resource practitioner in the NHL, is that it lends credibility to the applied
nature of this textbook. It has been an incredible experience to author a textbook with a scholar, advisor, legal counsel, and friend who shares a passion for teaching and impacting lives of future sport management professionals. The primary advice for any and every one preparing to or already working in the industry is to make “productivity” a habit and simply strive to be productive—every day.

Bonnie Tiell
Dr. Bonnie Tiell, Professor of Management at Tiffin University and a national faculty member of the U.S. Sports Academy, has been recognized for her contributions to intercollegiate athletics administration and global sports. She coordinates the Olympic Academic Experience (2004 Athens, 2008 Beijing, 2012 London, 2016 Rio, and 2020 Tokyo) and works with members of the World Olympians Association to supervise educational programs and a humanitarian project in conjunction with the Olympic Games. She has presented research, taught, or collaborated on sports projects on five continents and has authored dozens of manuscripts. She is a co-founder of the Women's Leadership Symposium (WLS), an educational program sponsored by the National Collegiate Athletic Association (NCAA) and Women Leaders in College Sports to attract, retain, and advance females in intercollegiate athletics.

At Tiffin University, Tiell has served as dean of graduate education, NCAA faculty athletic representative, MBA chairperson, senior woman administrator, assistant athletic director, and head coach for volleyball, softball (national qualifier 1993), and tennis (national qualifier 2003). She earned a Bachelor of Education from Troy University, a Masters in Sport Administration from the University of North Carolina–Chapel Hill, and a Doctorate in Sport Management and Human Resources from the U.S. Sports Academy, where she was recognized as the 2014 Alumnus of Year. Recognized twice for the Region 4 Excellence in Teaching Award through the Accreditation Council for Business Schools and Programs (2008 and 2016), Tiell is also a member of the Tiffin University Athletic Hall of Fame and recipient of the 2013 NCAA II Great Lakes Intercollegiate Athletics Conference (GLIAC) Donahue Service Award. In 2016, she was named Woman of the Year in Sports on behalf of the Cleveland Chapter of Women in Sports and Events (WISE). She has taught for the Tiffin University executive MBA program in Bucharest, Romania, and on behalf of the U.S. Sports Academy, she was
the lead faculty for the 2017 International Sport Management Certification Program in Bangkok, Thailand.

Tiell and her husband (Greg) reside in Tiffin, Ohio, where she operates Tiell Total Sports, LLC, and contributes a monthly sports column for The Advertiser-Tribune newspaper. Their two daughters, Kim and Katie, currently reside in Atlanta, Georgia, and Boca Raton, Florida.

**Kelley Walton, JD, SPHR,** is a part-time instructor in the Department of Sports Administration at Ohio University. She is also an attorney and consultant specializing in career counseling and human resources in the sports industry. Walton also teaches as an adjunct instructor/lecturer at the Fisher College of Business at The Ohio State University, Capital University, and Ohio Dominican University. Prior to working in academics, she was the director of human resources for the Columbus Blue Jackets (NHL). She has a bachelor’s degree from Eastern Michigan University and a Juris Doctor from Capital University Law School. She is certified as a Senior Professional in Human Resources. *Primarily serving in an advisory role, Walton is considered a contributing author to* Human Resources in Sports: A Managerial Approach.
To my exceptional daughters and supportive husband: First, thank you to my oldest daughter, Kimberly Elise, for connecting me to one of her college professors and being part of the first conversation that led to this textbook. Thank you to my youngest daughter, Katie Michelle, whose determination and spunk remind me that every day is an opportunity to shine like the sun. Thank you to my husband, Greg, for being my ground force and home base, no matter where my professional aspirations take me across the United States or around the world.

To Kelley Walton, JD: Your credibility and connections in the industry and belief in the value of this project cannot be overstated.

To the sports industry experts contributing to the contents of this text: Thank you to everyone who was interviewed and featured in an Industry Voice, Action Shot, Global Spotlight, or Case Study feature. Thank you also to the sports experts not mentioned in this text who were part of a focus group or an individual interview, namely Janet Kuieter, Kyle Chones, Laurie Massa, Miechelle Willis, Rhonda Curry, Mark Galuska, Ryan Leitenberger, and Amitoj Garg. Finally, I wish to acknowledge my professional colleagues and friends throughout the sports industry who work hard every day to make the industry great for others.

To the production and editing team: Thank you to everyone who played a role in editing and producing this textbook, including the staff at Jones and Bartlett Learning and S4 Carlisle Production Services. Thank you to my personal team of editorial assistants: Kelley Walton, JD; Dr. John Millar; Matt Procopio; and Matthew Baker.

To my Tiffin University family and personal friends: My list of green and gold allies runs deep, and I am blessed to work at a supportive, entrepreneurial institution. I am especially grateful to my jogging colleagues, walking pal, golf partner, tennis adversary, and all who listened, learned,
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and appreciated the process. Thank you to anyone not mentioned who supported my efforts or shaped the contents of this text.

May all who read this textbook be challenged to make productivity a daily habit!

BE PRODUCTIVE! — Every Day!
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