

# THE POLITICS OF SPORTS FIELD MANAGEMENT

## Part I of a Series

By Don Savard, CSFM, CGM

I am a sports field manager at a high school in Wilmington, Delaware. I have been managing high school sports fields for the past 18 years. I have come to the following conclusion, that is, managing a sports field is easy, but people make it complicated. How great would it be if we could go to work every day and grow the very best sports fields without anyone bothering us? Like it or not, we need people so that we can do what we do. We serve with a variety of people from our co-workers to the people who use the fields, to the people who own the fields and pay the bills. If we consider these people as our customers, are we not customer service specialists first and field managers second?

Many of us and our crews are support staff. We work for organizations whose primary business is something other than grass and dirt. Something like education, or government. From a financial point of view our operation is viewed as overhead.

We compete with other departments within our organization for money, resources, positions, recognition, programs, and approvals. Nothing comes easy. To survive and for peace of mind, we need to get along with our customers. Our stakeholders or customers have diverse interests and agendas. Some of these agendas serve the common good; some serve someone's individual self interest. To fully understand the politics of the organization, you must become well acquainted with all of the stakeholders and their agendas. And within each organization, some stakeholder's agendas have more legitimacy than others, including yours and mine.

Let's look at our stakeholders or customers both within and external to our organization:

1. First and foremost are the athletes who use and play on our fields. That is why we are here. We try to maintain safe and playable fields for them. The players want fields that play well and do not impede their performance. Players, particularly at the youth level take the athletic facilities for granted. Usually if they do not seem to notice the field, we are doing an adequate job. At many levels, the players seem to be the easiest customers to satisfy.
2. Coaches exist to develop their players and guide the teams to victories. At times the coaches seem to be at odds with the sports field managers, considering the ways their practices and drills use or abuse their fields. Coaches will also let you know when they think there is something wrong with your field.
3. Athletic Directors are responsible for the management and quality of their athletic programs. That includes everything from hiring coaches, arranging team schedules, renting buses and letting someone know that a shower head in the locker room is leaking. Athletic Directors have a very large sphere of influence. They also hear everything from everybody. An Athletic Director on your side is an important ally.
4. There are the owners. They are the people who give you money. Or withhold it. The owner of the facility can be a Board of Education, a School Administration or a Board of Trustees, a government department or some other entity. Frequently this entity has a hierarchy of management in which you have a boss and your boss has a boss and so on. In organizations, the chain of command is important and must be respected. Breaking the chain of command in organizations probably won't get you a court martial, but it may cause you some pain in a variety of ways depending on the organization and the personalities involved. Respect the food chain.
5. There are usually support people within this hierarchy. These include administrative assistants, accounting specialists, and others who are the wheels of the organization. Be careful you don't get caught under the wheels.

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6. Parents of players- Alaska Governor Sarah Palin expressed it perfectly in her Republican vice Presidential nominee acceptance speech- "What is the difference between a hockey mom and a pit bull? ... Lipstick!" 'Nuff said. Parents can be tough critics but they can also be staunch supporters. How they are treated usually makes the difference.
7. The committees who run youth league sports- very dangerous territory. If you fall in that quick sand you might not be saved. Watch where you tread!
8. The public and the press have a perception of you or your field that can be accurate or inaccurate. Like it or not, these external customers can influence your internal customers.
9. Vendors, suppliers and contractors can help make you look good or let you wither on the vine. So can your coworkers and other sports field managers. Treat your network right.
10. Family, and close friends because we need their love and support; without them life is a lonely place.
11. And Nature, we are its stewards. We can never be successful if we work against it.

As customer service representatives, we're the "go to" guys and gals when it comes to our sports field facilities. Stakeholders at all levels come to us when they need something from us or want something done. From being the "tenth man" on the baseball team to the event coordinator for a non-sporting event, we are the hub of the wheel. It's great when our customers are happy and it's miserable when they're not. Remember that a problem is the difference between what somebody has and what they want. Our job is to solve problems; big and small. Unfortunately we face challenges such as resources, time, weather and the unexpected. Even when we do everything right or at least

the best we can, somebody can be dissatisfied, usually over the small problems. They complain. We get defensive. Things escalate. We feel like we get no respect. They feel that we are not listening to them. Frustration sets in and breeds distrust. There is less cooperation. Communication stops, our effectiveness shrinks and nobody is happy. Sound familiar?

Next issue: Both sides own the problem. Let's look at the part we own.

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