

SPORTS TURF MANAGER

... for better, safer Sports Turf

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Managing Seasonal Workers

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Managing seasonal workers takes a distinct set of skills. Not only do you have the normal stresses involved with managing employees, but you also have the added stress of knowing that your employees will be with you for a short time and that you will have to rehire next season. This mass turnover means that every season you face the difficult tasks of recruiting and hiring quality staff; orienting and training them to become proficient very quickly; motivating staff to do the quality job that needs to be done; and providing compensation in a seasonal atmosphere.

Employers of seasonal staff face an uphill battle at the outset. They are forced to become very adept at recruiting the best employees for their less than ideal workplaces. By "less than ideal" I refer to the conditions of a seasonal workplace: temporary, part time jobs that are usually low paying and do not offer benefits.

Recruiting Employees

Recruiting refers to the process during which employers seek out possible new staff members. Several recruiting sources include: word-of-mouth, referrals, job boards, co-op programs, professional associations, job fairs, newspaper advertisements, and returning employees. The recruiting sources that an employer uses

depends on several factors: time available, geographic location, funds available, the expertise and comfort level of the individual doing the hiring, sources available, and so on. For instance, an employer with a limited budget may not want to place an advertisement in a newspaper. Likewise, an employer not in a geographic location in proximity to universities or community colleges may not use job boards or co-op programs as a major source of recruits. If the positions that need to be filled have no direct ties to a professional association, that may eliminate professional associations as a potential source of recruits.

Screening Resumes

The next step is screening resumes to determine who you interview – a genuine skill. It is very easy to let the perfect candidate slip by during the resume screening process, so proceed very carefully. Focus on different aspects of the resume for different positions. For instance, if education is not important for the job, then don't focus on the candidates' education. Take your time! First sort the resumes you receive into three piles – yes, maybe, and no. Never go back to the no pile; you put the resumes in that pile for a reason. Start



with the yes pile; if you still require candidates, cautiously move to the maybe pile.

Conducting Interviews

Now you are ready to conduct the interviews. It is important to fully understand the job

for which you are hiring before you conduct an interview. The best way to do this is with a job profile. Write down and understand the importance of the following with respect to the job: experience (both direct and related), skills, knowledge, education, personality traits, attitude, and longevity in the position. The importance of each of these factors depends on the specific job.

Next determine the actual interview questions. The questions that you ask depend on several factors: the level of the position; what's important to the position; and what's important to the department and the company. Do not ask questions that are protected by the prohibited grounds of discrimination. These include race, religion, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, and

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