

Recruitment and Staffing Conditions and Strategies – Throwing the Kitchen Sink at the Problem

*What follows are a number of strategies to deploy if a Franchise Territory is struggling to meet their staffing needs

1. **Are you an EXPERT?** – attached is the Recruitment Section of the Operations Manual
 - Be sure to review and double check that you have implemented what is outlined here to find staff
 - If you have not completed The Recruitment Spreadsheet for your territory, DO IT IMMEDIATELY to make sure you have exhausted your “workforce pools” (see attachment – notice there are TWO Tabs)
2. College and University Recruitment – **FOCUS ON Education Department Students**
 - During times like this, the paycheck doesn’t seem to be the driving force for securing employment. If you can connect with students that are looking to build resume’s and gain work experience in the education field, they will be much more receptive to the position and much more likely to stick with the job. Franchisees need to incorporate these advantages into their recruitment pitch for students in Education Departments.
3. Opportunity for **VETERANS** – “transitional employment”
 - We have noticed over 19 years, that military veterans have always had an interest in the OTA Brand. Some of this might be due to the nature of athletics. Some of it might be due to the ability to test out the youth programming sector, and some of this might be due to the fact that many Military Veterans are often looking for “transitional employment” following their discharge.
 - There are in fact a ton of resources for Veterans and Franchisees should locate the resources that focus on employment opportunities. There are several national, regional, and local websites and agencies that can assist.
4. Opportunity for **“PRO” Youth Sports Coaches** – “Travel and Rec League Personnel”
 - It has become clear through our involvement with YMCA, Parks and Rec, Community Centers, and Youth Leagues that there is a growing population of “professional coaches”. What we mean by this is that many travel coaches have approached their positions as an extension of the “gig economy”. They string together a number of coaching positions to create a fuller economic package for themselves that when combined becomes their full income.
 - Making contacts and developing a network of League Coaches is vital in exploring whether or not an OTA Instructor Position would fit into these “pro” coaches schedules and commitments.
5. Opportunity for **Substitute Teachers** – “Already In The Game Staff”
 - Subs are already familiar with schools, students, work requirements, etc.
 - Accessing this workforce does have some challenges, but if scheduling commitments can be overcome, this could be a fantastic way to combat some staffing shortages.
 - Identifying message boards, sub lists, district rosters for substitutes takes some investigation, but if done properly can become a domino effect. Many subs share info with each other. If you can bring one on board and show them a productive and satisfying experience, it is probable they will share with others in their same situation.

6. The High School Student – Be Picky

- There is no rule against bringing High School Students on to the OTA Staff. Primarily this has been more to fill summer camp counselor roles, but over the years there have been times that school year positions have been filled with High School Students as well. Some franchisees implement this practice and some frankly don't. It's personal preference.
- If you choose to go down this path, be picky! Focus on upper classman (primarily seniors). Obtain references prior to hiring these students. Try and pair these instructors assignments up with veteran staff members. Be sure to review travel requirements, specific times and locations of classes, and commitment for the entire session prior to exploring a job offer with a high school student.
- Reaching this Demographic:
 - Contact PE Faculty for the High School and introduce the opportunity for their students (perhaps they will pass along a flyer, email, or make an announcement)
 - Student Clubs often have contact info online, great way to directly connect with students
 - Investigate Advertising Opportunities at High Schools (School Paper – hardcopy or digital, School Radio Station, School TV Station)
 - Service Hours Strategy – It might be possible for students to log Service Hours with the OTA Instructor Position

7. Recruitment **Incentive for Existing Staff**

- Over the years, the number one best way to recruit more instructors is to utilize existing staff to refer friends, roommates, classmates, teammates, acquaintances to apply for a position
- Once you have one instructor, you have an opportunity to capitalize on this strategy
- Couple things to note – bringing this up as being a team player and seeing what kind of results you get before ever incentivizing someone to do it, should be the first choice
- Incentive Amount – we've found that structures that focus on a per hire situation, rather than packaging it as a bulk scenario, are less effective. For example, If you say I'll give you \$20 for every applicant you bring me that I hire, isn't as effective as saying, If you bring me 10 applicants and I hire half of them, I'll give you \$200 (or \$300, \$400, \$500, etc. – whatever the value you put on this would be)
- Once you determine the incentive, be sure to clearly state the parameters:
 - Time Frame – example: I need results in Two Weeks
 - Goals – example: I need you to get me three instructors
 - Big Picture – example: distribution of half incentive when new hire works for 1 month, distribution of other half when new hire completes session

8. Job Announcement: **On-Campus Recruitment Coordinator – SEE SAMPLE**

- **See SAMPLE to consider a part time, flexible, and temporary position to assist with meeting the challenges of recruiting college students for the instructor position**

Standard Business Practices: Employee Recruitment and Retention

*There are standard business tactics to combat the labor conditions that the nation faces right now that owners can choose to implement. All of them have budget ramifications and should be considered very carefully. Because of the budget impact, business owners must consider passing these costs on to the customers which means raising registration fees and participation prices. It is obviously more difficult to do this once a session has already begun. It is also important to be ready to explain to the customer why prices have increased. You have every right to do these things, but do them knowing that there can be ripple effects both ways.

- Increase Employee Wages – Raise Hourly pay to attract more applicants and better qualified applicants
- Signing Bonuses – Distribute Bonus when someone accepts position
- Pay for Training – Have New Hires log training hours as though they have already begun their employment working OTA Programs
- Session Completion Bonuses – Distribute Bonus when someone completes working an entire session

Old School Approach vs New School Approach: Employee Relations

*I understand the value in utilizing the technology now available to us when it comes to Staff Recruitment, IHT System, and Staff Management – but understand what you give up if these technology tools are the only thing utilized in the process. The fact of the matter is that you will not be building a relationship with your team. You will not be garnering any opportunities for new hires to develop a loyalty, sympathy, or understanding of the OTA Environment or the Challenges you as the business owner faces. The lack of developing these relationships directly impacts employee retention and even the manner and timeline in which an instructor would quit their job.

- Meeting Face to Face – when it comes to interviewing and also an initial appointment to hire (or at least welcome a new member to the team) there is no substitute for a face to face meeting. New hires moving forward with IHT exponentially increases when face to face meetings initiate the process.
- Being a Part of the Team – consider distributing Instructor Gear immediately even before a New Hire has completed the training process. Once an instructor is in possession of a uniform, backpack, instructor bag, etc., they now feel a part of the team and are much less likely to drop off the radar.
- Phone > Email (and text) – Try and communicate as much as possible over phone (or even ZOOM) during a new hire's initial employment. Only connecting over text or email for check in's or to relay programming info will not result in developing a positive and valuable relationship with your employee. It will make retention more difficult.
- Work Together – Go work classes with New Hires. Show them you will roll up your sleeves and pitch in. Show them you want them to be successful. Show them you care about their experience.
- Kill'm With Kindness – Refer to the OTA Operations Manual to refresh on Kill'm w/Kindness tactics we recommend, like POG's (player of the game), but also recognize treating your team a cup of coffee, some donuts, or kicking them some extra OTA Gear goes a long way.