Talent Management:
Identifying, Recruiting, Supporting, Empowering Staff for All-Star Performance

Susan Bassett
Ithaca College
Director of Intercollegiate Athletics and Recreational Sports
Talent Management ~ Set the Tone

High Expectations ~ Excellent Communication ~ Accountability

Focus ~ Clarity ~ Performance

Position People to Succeed

Optimize Strengths

Build Trust
Build Trust

- Essential for Leadership Success.
  ABLE~ BELIEVABLE~CONNECTED~DEPENDABLE

- Trustworthy Leaders Have Staff with Higher:
  Retention.
  Effort.
  Endorsement.
  Citizenship behaviors.
Department Values

- Respect.
- Integrity.
- Commitment.
- Sportsmanship.
- Equity.
- Professionalism.
- Honesty.
- Collaboration.

- Civility.
- Competitiveness.
- Loyalty.
- Collegial attitude.
- Teamwork.
- Fairness.
- Dedication.
- Leadership.
Student-Athlete Experience

Components:

- Excellent coaching.
- Facilities.
- Competition.
- Uniforms.
- Equipment.
- Practice gear.
- Transportation.
- Meals.
- Lodging.
- Athletics training.
- Post season.
- Support.
- Recognition.
Recruitment ~ Searches

- Clear job descriptions and expectations.
- Competitive exhaustive process.
- Committee composition.
- Qualities you seek.
- Development of the applicant pool.
- Semi-finalist skype interviews.
- On-campus interviews.
## Ithaca College Department of Intercollegiate Athletics

### Head Men’s Soccer Coach Search

**Spring 2017**

<table>
<thead>
<tr>
<th>Dates</th>
<th>Function</th>
<th>Person Responsible</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/10</td>
<td>Post</td>
<td>Jess, Michelle Hammond</td>
<td>IC, Local</td>
</tr>
<tr>
<td>4/10</td>
<td>Post Externally</td>
<td>Jess</td>
<td>NCAA</td>
</tr>
<tr>
<td>4/10</td>
<td>Appl. Pool Dev.</td>
<td>Susan</td>
<td>Calls- as determined</td>
</tr>
<tr>
<td>4/16</td>
<td>Candidate Review</td>
<td>Initial Screening- Susan</td>
<td>Susan to screen and share with for discussion- on going</td>
</tr>
<tr>
<td>4/17-</td>
<td>Convene Search Committee</td>
<td>Susan</td>
<td>Will, Mindy, Marty Plan timeline and meeting schedule, Present initial screened applicants</td>
</tr>
<tr>
<td>4/17</td>
<td>Present Candidates to Search Committee</td>
<td>Susan</td>
<td>Committee to review screened applicant pool on own over the next few days</td>
</tr>
<tr>
<td>4/19 – 4/22</td>
<td>Search Committee Select Semi-Finalists</td>
<td>Susan, Mindy, Will, Marty</td>
<td>Committee to select semi-finalists Discuss to select to present for consideration for Skype Interviews</td>
</tr>
<tr>
<td>4/24-4/25</td>
<td>Skype Interviews</td>
<td>Jess to arrange</td>
<td>Susan/Committee – semi-finalist interviews</td>
</tr>
<tr>
<td>4/25</td>
<td>Finalist Selections</td>
<td>Committee</td>
<td>At conclusion of Skype interviews select finalists</td>
</tr>
<tr>
<td>Week of 5/1</td>
<td>Campus Interview</td>
<td>Jess to arrange</td>
<td>Susan/Committee – Dept./Campus</td>
</tr>
<tr>
<td>5/1-5/5</td>
<td>Reference Checks</td>
<td>Susan</td>
<td>Calls on finalists</td>
</tr>
<tr>
<td>5/1</td>
<td>Background Checks</td>
<td>HR</td>
<td>Complete on all finalists</td>
</tr>
<tr>
<td>5/4-5/5</td>
<td>Candidate Selection</td>
<td>Committee to discuss relative strengths and weaknesses</td>
<td>At the conclusion of last interview, committee to meet and review campus interview feedback</td>
</tr>
<tr>
<td>5/8</td>
<td>Announce Appointment</td>
<td>Susan to announce internally and externally</td>
<td>After final approval and agreement with candidate announce on website and via e-mail and press release</td>
</tr>
<tr>
<td>6/1</td>
<td>Official Start Date</td>
<td>Candidate</td>
<td></td>
</tr>
</tbody>
</table>

**Search Committee:** Chair, Susan

**Committee Members:** Mindy Quigg, Will Rothermel, Marty Nichols

**On-campus Interview Team:** Search Committee, Select Head Coaches, Barb Belyea, Mike Matheny, Bri Alderman
Selection

- Committee is advisory.
- Consider all feedback from interview team.
- Reference checks.
- Background check.
- Announcement.
- Initial 6 month probationary period.
Annual Evaluation Process

- Goals and action plans – position specific.
- Annual measurable goals.
- Supervision with regular feedback.
- Observation.
- Student-athlete confidential evaluations.
- Accountability for all aspects.
- Formal end of year evaluation process.
Ithaca College
Department of Athletics
Performance Review – Head Coaches

Staff Name:                      Appointment Date:
Job Title:                        Review Date:
Department:                      Review Period:
Supervisor Name & Title:

Ithaca College Intercollegiate Athletics and Recreational Sports Mission Statement:
The department of Intercollegiate Athletics and Recreational Sports inspires excellence by modeling integrity and professionalism, fostering a comprehensive educational experience, high achievement, community pride, and personal well-being.

Our values:

Professionalism – Respect – Integrity – Dedication – Excellence
P.R.I.D.E.

Professionalism – The skill, good judgment, and behavior expected of a person who is trained to do a job well. Believing passionately in what you do, never compromising your standards and values, caring about your people.” Maister

Respect – A feeling of deep admiration for someone or something elicited by their abilities, qualities, achievements; the concept encompasses diversity, acceptance, and respect.

Integrity – The quality of being honest and fair.

Dedication – Commit wholly to a special purpose or cause; devote effort tirelessly to accomplish goals.

Excellence – A talent or quality which is unusually good and so surpasses ordinary standards; “We are what we repeatedly do. Excellence, then is not an act it is a habit.”

Performance Levels:
5 = Consistently Exceeds Expectations
4 = Meets and Often Exceeds Expectations
3 = Meets Expectations
2 = Opportunity for Development
1 = Improvement Needed

Evaluation Criteria:
• Performance and completion of Goals and Action Plan established in early Fall
• Observation by Sport Administrator
• Student-Athlete evaluations
“Coaching”

- Plan the session.
- Describe work-related behavior observed.
- Impact of behavior on operations.
- Listen to the staff person.
- Explore alternatives.
- Agree on work expectations.
- Summarize the discussion.
- Active listening techniques.
- Document the session.
Managing Performance When “Coaching” is not Enough

- Performance improvement plan.
- Verbal warning.
- Written warning - progressive discipline.
- Probation.
- Suspension.
- No surprises.
Termination~Separation

- The last resort.
- Ultimate priority - student-athlete experience.
- Communicate with supervisor & human resources.
- Review details with legal council.
- Review with president, vice presidents as appropriate.
- Anticipate community reaction.
- Communication plan.
Talent Management
All Star Performance

- Best interests of students.
- Best interests of program.
- Best interests of the institution.