

(PP) ISSUES IN SPORT ORGANIZATIONS: MANAGEMENT OF HUMAN RESOURCES BY COMPETENCES

Gerardo Bielons

Ciudad Universitaria de Cantoblanco, SPAIN

Introduction

The Madrid Trophy Promotion enterprise has been responsible for the organization of the Masters Series Madrid since 2002. According to statistics in the media this is the third tournament in Europe coming after Wimbledon and Roland Garros with the biggest attendance of spectators.

Last January, the enterprise Mutua Madrileña (Insurance company and Sponsor in the formula 1 of Fernando Alonso) has signed an important sponsorship contract with this enterprise until 2011.

Besides, Madrid Trophy Promotion will also organize the “Sonny Ericsson Championships” in Madrid, in November 2006. To that effect these two sport events, coming one after the other, will allow the city to become a meeting point for spectators as well as for businessmen all over the world.

This enterprise aims at organizing a Mini Grand Slam for female and male category in the same city in 2008 with a ten days duration. They have already planned to build important and modern sport facilities, The Magic Case, where this event will be held.

Plan

The internal marketing in a sports enterprise is being represented by its human capital and a model being carried out by persons. As long as these concepts are being recognized and developed in the organization, the external marketing will obtain benefits and will be able to offer a good quality service to his clients.

Taking this into account a plan will be developed in these two events concerning human resources through a model of organization on competences. The programme will take into account education and training for the different persons who will have multiple functions and responsibilities.

Five competences will be considered by the enterprise with its associated behaviours taking into account a model of organization applied to all the persons that participate in the sports organization. Competences:

- 1- Availability
- 2- Work Team
- 3- Communication
- 4- Leadership
- 5- Solution of problems

All the programmes will be developed by means of courses and training in work situations. In the end, there will be a 360° evaluation to be able to assess the profiles and the proper fulfilling of the functions in the job posts. The possibility of carrying out one tournament in the first place and two weeks later, the next, will allow for adjustments to be made in reference to the organization of the human resources.

So far this plan has only been carried out in the organization of volunteers through a model by competences in 2005. A future plan aims at including all the human resources in order to render the best quality services.

Due to the fact that this event is becoming more important every year and considering that the intention is to carry out the two events in the same city in 2008 (male and female category) under the slogan “equals”, we badly need to have all the

people very well prepared and trained to be able to respond to the necessities of the spectator clients.

This is the reason why this plan is being drawn for the first time to cover all the people participating in the organization. As far as the present situation concerning the human resources the staff included work on these different areas:

Operation management	Players assistance
Operation Area coordination	Services and human resources area
Security	Ball boys
Infrastructure and material resources area	Linesmen
Players desk	Cleaning staff
Antidoping control	Public information
Accreditations	Volunteers
Transport	Players, assistance

The innovative aspect of this project lies in the fact that all the human resources working for the event (Masters Series and WTA Sonny Ericsson) will develop their task according to a model of organization by competences, which they have to master so that they can apply it before and especially during the event.

This plan is funded by the enterprise Madrid Trophy Promotions and the Operation's Department.

Expected Results

When innovation requires a wide and complex team-work, which counts with the participation of all the members of different units and places, a communal business works efficiently. Nowadays, the more we diversify and deepen our knowledge about the company, the more we need to combine numerous abilities to obtain a truly creative shift (Goffee; Jones, 1999).

The expected results are a better rendering of services to the clients of the event and possible future clients (sponsors, more spectators, enterprises interested in rendering collaboration, a higher boxes sale, etc). The aim is to carry out the two events together in 2008. To that effect we need the approval of two very important organizations in the field of tennis such as the ATP and the WTA.

With efficient teams and high quality organizations, all the demands required for this important event to be totally successful will be attended too. In this way, there will be a mutual collaboration between the internal and the external marketing of the enterprise.

The starting project is due to start by the middle of September 2006 while the work plan will be implemented with all the persons implied in the sport organization, as it has previously been detailed in this abstract.

Discussion

One point to be debated is the preparation needed by all the human resources of the two tournaments. However, it is often the case that people are hired to work through other enterprises without having assessed their competence. Another point to be debated is the fact that we do not invest enough time before the events for all the persons involved.

E-mail: gerardo.bielons@uam.es