

## Departmental Staffing Guides

“Clubs will typically create well-defined employment categories for employees to make benefit determinations based on the number of hours worked. As an example one club created the following definitions:

- *Full time – employees who work not less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.*
- *Part time – employees who work less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.*
- *Seasonal – employees whose employment is expected to last less than 11 months regardless of the number of hours worked.*

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The solution to these competing needs is to establish staffing guides for each department made up ‘core’ and seasonal positions. The core positions represent those staffing needs for year-round minimum function and service needs and can be either full or part time depending upon the needs of both the club and employees. Seasonal positions are just that – those that are added and reduced as business demand warrants.

Each department head, by creating a staffing guide of core and seasonal positions, determines optimal year-round staffing. These core positions are ‘protected’ from seasonal adjustments in all but extreme situations. Staffing guides are determined for each department and are made for core positions without an existing vacancy.

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**Take Away:** Staffing guides are a discipline to ensure that year-round staffing levels are established to protect core requirements while controlling seasonal pay costs.