
THE GRILLE METHOD FOR PROFESSIONAL EVALUATION OF SPORT COACH

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Abstract: *Performance in sports organizations, coaches role is very important, as they are the main drivers of performance; under the guidance of their athletes fail to complete the training cycle multilateral, through participation in competitions which will be materialized in obtaining medals and therefore the performance objectives of the organization of sports. A proper evaluation and partial skills coaches will lead to enhanced future requirements in the preparation and professionalisation of sport preparation. Existence in sports organizations of specific grids - standard can meet the minimum requirements of professionalism coaches, will automatically eliminate subjectivity and chance in choosing "the conductors" sports process. In this paper we try to elaborate on the specialty literature, a set of skills assessment scales for future coach of the elite athletes' in sports organizations.*

Key words: *sport coach, sports organizations, grills evaluation.*

INTRODUCTION

In this century and millennium, sports phenomenon reached its branded events to be part of the remarkable Olympic Games, World Championships and European Championships events of the beginning of a new millennium.

This sport is explained not only by impressive proportions of the world's population practicing a sport discipline or attending the show great performers, but through the deep implications of political, social and economic developments in the contemporary world.

MATERIALS AND METHODS

The research methods and procedures used were the traditional ones, such as analysis, comparison, evaluation and interpretation.

RESEARCH RESULTS

General strategy development and sport will nominate for each sport discipline to finalize investment targets (infrastructure or base material) through the delivery of sport preparation of the necessary elements (coaches, gym, playground, equipment, effort supplements, etc.) and providing the necessary training process optimization - national and international calendar for verification and annual performance goals.

All these aspects stated intention to highlight the importance of training and education of staff employed problem in sport and the need to continue to improve them, as one of the basics of sports marketing unit policy.

Crucial importance to the professional level talent and exceptional technical executives and athletes, is today universally accepted and it is a concern of the current not only in our country but all over the globe.

Great leap registered sports in the past decade has created a real hunger for skilled coaches, which is felt more acutely in countries with tradition and valuable results in sport, but also in countries where activity and sport performance occurred more recently.

The qualification of the technical staff (coaches, sports doctors, methodologists, researchers) as a form of "vocational education" requires accumulating a volume relatively

broad knowledge in the area of "sports science" grafted on qualification and classification of technical and tactical specialist accumulated decades of practice of sports.

Structure of the unit sports management & marketing policy is the central and local bodies of sport structures will have to find solutions for both:

- to ensure the necessary number of specialists accordingly to the requirements of the different branches foreseeable evolution of sport domestically and internationally;
- to ensure rational use of specialists in economic terms to meet the performance requirements and realization of socially justified of that;
- to organizing a national system of training of specialists for training and raising their professional qualifications to be able to achieve an increase in the permanent athletic performance.

In the consent of the data above coaches need to evaluate the quality of work it is imperative because of the competitive market existing in the world of sport.

Over the time, the roles of the coach and athlete will change. While the athlete will grow mature, he will determine the training requirements because he will understand the training principals. Coach roles will be us a mentor providing support and advice whenever will be required.

A coach, will initially need to develop the skills of: organizing, safety, building rapport, providing instruction and explanation, demonstrating, observing, analyzing, questioning and providing feedback.

The coach's level of achievement could be determined by comparing such criteria either to the behaviors of peer coaches or to a certain standard of performance.

Evaluating the employees

Professional performance evaluation is a sensitive issue in organization management. If it comes to training, salary or promotion, all these operations are carried out only after an assessment. The purpose of the review is to assist in making decisions that affect individuals, decisions must have an objective and fair basis.

Knowledge means performance made a real understanding of how the tasks are performed return given workplace. Knowing the assessed performance provides confidence in their own forces, constituting a mobilizing factor, generating a positive attitude towards work.

Performance evaluation can be understood as the complex activity that includes a set of processes by which judgments are issued on components of a system subject to evaluation.

Table 1

Situational variables

Individual versions	Situational variables
Skills	Work methods
Value systems	Equipment work
Physical qualities	Fitting job
Interests and motivations	The physical environment of work
Age and sex	Enterprise policy
Professional training	System training
Experience	Pay system
Cultural horizon	Labor's social environment

Space organizational, human resources in sports organizations are faced with the two poles of performance: professional success and failure. Professional failure occurs when the work results obtained by a person are insufficient in relation to the organization's rules. Its appearance can be attributed to different combinations that may occur among individual

variables, situational variables that characterize the person and on the work environment. Briefly, these variables are shown in **Table 1**.

Performance evaluation can be understood as the complex activity that includes a set of processes by which judgments are issued on components of a system subject to evaluation.

Thus may be can be assessed overall performance of the organization, performance or performance of subdivision organizational human resources.

Sport Coach Evaluation is a term that refers to one of the personnel activities. The purpose is motivating, controlling and correcting the way of work in sports organizations.

After having spent time and efforts in the staffing process, it would be curious if sport organizations did not recognize the importance of the continuous professional development of the workforce. The improvement of employees' performance is in fact an essential component of organizational effectiveness.

However, on this specific topic, and for the question of pay and reward systems, it is difficult to find extensive data and specific investigations in the domain of Olympic sport organizations. Professional development can generally be obtained through two main methods of actions that should be constantly interrelated:

- *Evaluation*
- *Training*

The evaluation process enables managers to appraise in an analytic way the performance of the people working for the organization.

Badly planned evaluation systems often lead to conflict between employees. Therefore, a dedicated manager or a specific organizational unit should take responsibility for the evaluation programmer.

If the manager responsible for human resources or the evaluation process in general wants to be really effective he or she should also be aware of the risks associated with employee appraisal:

- Evaluation should always concern the performance and not the individual.
- Evaluation should be constructive and focused on individual and organizational development.
- Employees should feel that evaluation is useful for them and that it is not just a bureaucratic and format procedure (or a way to mask the impact of friendship or kinship relations or other kinds of social ties). The content of such checklists depends on the organizational strategies and other contingent factors. Organizations may benefit from evaluating their employees with reference to the following aspects:

- Achieved objectives
- Perception of effectiveness
- Critical incidents or experienced difficulties
- Perceived need and possibility for improvement
- Interest in training initiatives or other actions aimed at professional development

In sum, the evaluation process should reinforce in the employee a feeling of being part of the organization and should involve him or her in setting up new objectives.

The various evaluation forms that are collected with reference to a single employee should be filed and compared and used to monitor how the process of professional development is going.

The grille method – trainers and coach in sport organizations - evaluation

Trainers

The roles of the coach and athlete will change. While the athlete will grow mature, he will determine the training requirements because he will understand the training principals.

Coach roles will be us a mentor providing support and advice whenever will be required.

The roles of the trainer and athlete will change over the time. The coach role will be to direct the athlete (speaking and showing the coaching style), in a sport/event. If the athlete develops and demonstrates a technical maturity (associative stage) of the sport/event then the coach's role changes into one where both discuss and agree necessary training requirements (involving coaching style). While the athlete will grow mature, he will determine the training requirements. Coach role will be us a mentor providing support and advice whenever will be required. The coach will initially develop skills like: organizing, safety, providing instruction and explanation, demonstrating, observing, analyzing, questioning and providing feedback.

In organizing of an training session a plan in advance is required: regarding how you will manage the athletes, area and equipment – numbers of the group athletes, how you manage the activity – continuously check if the plan is safe during the session. If you continuously check if the environment is safe for the athletes you must identify the risk of: the area, equipment and athletes - keep the set task and correct practice.

Sports trainers work in a variety of jobs, including: resident athletic trainer, clinical instructor, and physical trainer.

Given that the most common education level for sports trainers is a bachelor's degree, you can expect to spend about four years training to become a sports trainer for elite athletics or other Olympic sports.

As a trainer, you'll be evaluated by your employer on a number of levels that go beyond your ability to help athletes work out. The bottom line to staff at a fitness center or gym is the ability of employees to generate income.

Evaluation of professional skills is a specialized activity, voluntary relate to a standard, takes place in space and time, is independent of the training and results establish qualifications for a person, just like "competent" or "not yet competent".

The principles underlying the assessment are:

- validity
- credibility
- fairness
- flexibility
- simplicity
- financial efficiency

Assessment tools

The assessment tool is operationalized and evaluation method includes the evaluation objectives, expected result and the manner of assessment of outcome. A good evaluation tool is ensuring validity, credibility, fairness and transferability evaluation process.

The assessments on employees a sports organization can be included in the "assessment sheets" (evaluation), which can be designed in many ways, depending how big is the organization, purpose and mission of the overall evaluation system.

Evaluation *sheets* are completed by employees and managers, as applicable, are centralized at the department of human resources, and on this basis will take steps to be taken, such as: change of employment, promotion or demotion, the need for general training of employees or other employees' deep specialization in particular.

Generally a competitive evaluation can be done by using *rating scales* that involve explicit notation of scores.

In the following we offer a choice of sports manager Scorecards needed for the management of human resources. A fair and impartial assessment of skills coaches will intensify in the future demands in the preparation and professionalization of sport preparation.

The existence within the sports organizations of specific grilles - standard can meet the minimum requirements of professionalism coaches, will automatically eliminate subjectivity and chance in choosing "the conductors" sports process.

Example: Assessment of coach sports

Table 2

Specific grille for Ensure Safety

Nr. Crt.	Observed data assessor	Yes	No
1.	Eliminate sources of risk in the area of training or competition?		
2.	Inspect equipment to eliminate sources of risk?		
3.	Warn about the risks athletes training or competitions?		
4.	Performs warming before exercise or competition?		
5.	Use stretching before training method?		
6.	Supervise very closely in training athletes?		
7.	Sort athletes in the group depending on the readiness?		
8.	Ensures correct approach grading training or competition?		
9.	Make the necessary intervals for rehydration of athletes?		
10.	Ensures prompt medical help injured athletes?		
11.	Coach meet the guidelines of team doctor?		
12.	Pay attention to recovery after workouts or competitions?		
13.	Performs other legal obligations regarding the training safety?		

Table 3

The professional task (collection of information is done through direct observation)

Nr. crt.	Observed data assessor	Yes	No
1.	Start training on time?		
2.	Organize team in so as to be heard by all athletes?		
3.	Ask for athletes to be given attention earlier than the time to communicate something?		
4.	Demonstrates enthusiasm?		
5.	Bring techniques / new training exercises?		
6.	Demonstrate practical new technical elements?		
7.	Use repetition learning method?		
8.	Corrects helps athletes in training?		
9.	Encourage athletes (positive feedback)?		
10.	Avoid repeated criticism during competitions?		
11.	Corrects technical elements to time training or competitions?		
12.	Use effective workout times?		
13.	Use in communicating with athletes oral language or the appropriate management?		
14.	Athletes interact with corresponding professionally?		
15.	Apply consistently sporting regulations organization?		
16.	Collaborates with colleagues professional or administrative staff?		
17.	Interact positively with managers of the organization?		
18.	Interact professionally with officials competitions?		
19.	Interact with parents of athletes?		
20.	Shape the appropriate athletes to achieve sporting performance?		
21.	Meets frequently of piecework?		

Evaluation of administrative responsibilities (Gathering information is documented)

Nr. crt.	Observed data assessor	Yes	No
1.	Participate in meetings scheduled by senior managers?		
2.	Participate in technical meetings between colleagues with the same specialization?		
3.	Teach the direct managers ranking sheets for athletes?		
4.	Dealing with equipment of athletes of cards?		
5.	Surrender to time budgets?		
6.	Inform the athletes about expanding health records, teaches sheets superiors?		
7.	Organise meetings with parents of athletes before competition season?		
8.	Establish performance targets after the SMART?		
9.	Emphasize participation in competitions or take?		
10.	Has the coach's notebook on strict evidence of evolution performers on the team?		
11.	Monitor developments school athletes?		
12.	Organize meetings constructive triangle "sport - coach - manager" of the sports organization?		
13.	Respect the physiological principles of sports training?		
14.	Evaluate appropriate staff team leads?		
15.	Respect all activities schedules for the season in progress?		
16.	Meets the corresponding obligations to media or spectators?		
17.	Performs other functions in the organization of sports?		

In order to achieve an assessment as accurate and non - subjective, can complete forms, self-assessment questionnaires coach or manager for a better appreciation of the entire baggage scalar personality traits skills, abilities, skills management.

Self-assessment consists of judgment of the results of its own activities, skills, attitudes and other capabilities in comparison with the standard.

Coach balance sheet out their own professional performance through a more objective analysis capabilities and their professional results.

Data Sheet self – assessment for sports coach

Nr. crt.	DATA TO BE COMPLETED BY COACH	YES	NO
1.	I am concerned about the health of athletes		
2.	I am concerned about the learning outcomes of athletes		
3.	I know the requirements and objectives		
4.	I am an enthusiastic person		
5.	Help athletes to sports and fix them achievable goals		
6.	Provides all athletes equal opportunities to succeed		
7.	I worry sporting career development of all members of the team		
8.	It preoccupies the progressive development of performance than the results in immediate competition		
9.	In workouts or competitions keep my composure		
10.	I encourage acts of sportsmanship		
11.	I mold according to the daily demands programmed exercises		
12.	Respect the rules imposed by management or set with athletes		
13.	I encourage athletes to achieve sporting performance daily or at school		
14.	I offer athletes the chance to show leadership skills		
15.	Assess properly the conflicts within the group, sports team		
16.	Agreement importance of sports safety training		
17.	Offer colleagues or parents the chance to collaborate with me on professional topics		
18.	I am aware of the latest technical data from the sport that my housekeeping and specialized knowledge is up to the current requirements of international		

CONCLUSION

Regardless of the method, understanding the evaluation scope is essential. When assessment is used to develop training of employees or members of sports organizations, the results will be positive.

But when athletes and managers use this system for purposes of threat or do not understand the limits of the assessment will fail, and the impact on all members of the sports will be negative.

Sports manager responsible for human resources in the organization of sport should be familiar with the rules, grids methods for assessing human resources, as in this way to find continuous improvement of all specialists in the organization that manages them.

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