



**AGOAC TOPICAL AUDIT:**  
**BADMINTON REGISTRTRATION**

Conducted by the City of Markham Recreation Department

Written by Adrian Wong – Program Supervisor

Dated October 2015



## INTRODUCTION

The Angus Glen Older Adults Club (also known as “AGOAC”) is a not-for-profit organization that was founded in April 2014. The club works in partnership with the City of Markham to deliver senior programs to Markham residents; specifically those who reside near the Angus Glen/Unionville area. The club offers a wide range of programs that serve over 800 members (as of August 2015). One of the growing demands is to offer more badminton programs at the Angus Glen Community Centre.

In the past prior to the existence of AGOAC, the badminton set-up for the seniors served only a handful of players. As the club has grown beyond their anticipated capacity, the board of directors is forced to develop a new system, where it meets the needs and demands of the majority of the members of the club, regardless of the previous model that was used in the past.

The objective of the “new registration model” is:

1. To provide equal opportunity for current and new AGOAC members to participate in recreational badminton;
2. To create a fair and transparent process for AGOAC members to register for badminton programs.

The new registration model was implemented in September 2015 for the 2015-16 season, where all AGOAC members that are interested in badminton must register by email, providing key contact information and their timeslot preferences in priority. Registration was completed by the end of September 2015.

The City of Markham Recreation Department has been tasked to conduct a topical audit to determine whether AGOAC met their listed objectives.

The following individuals are involved in the auditing process:

- Adrian Wong –City of Markham Recreation Department
- Casey Chung –Member of AGOAC Board of Directors



## **METHODOLOGY**

The individuals listed above had an initial meeting on October 16, 2015 and collected data in preparation for the audit. The documentation that was collected include:

- 2015 communication emails from AGOAC board of directors re: badminton registration
- 2015 registration emails from AGOAC members re: badminton registration
- 2015 registration spreadsheets
- 2015 registration and participation statistics
- 2015 roster lists per court

Adrian conducted “spot-checks” (where appropriate) to determine whether the registration process was done in a fair and equitable manner. Through the audit process, Adrian developed an audit report that included findings and recommendations to all matters pertaining to the badminton registration process.



## FINDINGS

The registration process was communicated to the AGOAC members in August prior to the start of the 2015-16 period. Here are some of the guidelines that were emphasized in the communication:

- Every member has equal privilege to AGOAC programs
- For each group of activities with similar nature, a member can name up to 3 choices
- For badminton registration, assignment of choices will be based on “first-come-first-serve” (time stamp date and time of request); and their skill level (novice/beginner or intermediate/advance)
  - o Fall registration: September 12, 2015 starting 8:00am
  - o Method #1: Designated program email address (i.e. [agoac.bad88minton@gmail.com](mailto:agoac.bad88minton@gmail.com))
  - o Method #2: City of Markham phone number (i.e. 905-477-7000 x2462)
- First choices will be assigned first, followed by second choices; if there are still rooms available, then third choices will be assigned
- Husband and wife are assigned to the same session if:
  - o they are clearly identified in the email
  - o they submitted the same time
  - o they choose the same priority
- Each member is allowed to register or one additional member (i.e. two members in one email)
- Approved volunteers that are signed on with the board has registration priority only in the session that he/she volunteers for (volunteer recognition of the many hours dedicated to the benefit of other members)
- Members on the waitlist will have priority to register in the next season, however they must re-register in the following season and indicate that he/she was on the waitlist.



### Registration Process:

- Emails or phone messages were received by AGOAC, and were time stamped accordingly
- Members provided the following information:
  - o Membership Number
  - o Membership Name
  - o Registered with a friend or spouse (optional)
  - o Program Choices (1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> preferences; based on published program schedule)
  - o Skill Level
- Information was transferred onto a “master spreadsheet” to be sorted, filtered, and reviewed.
- Once the information was entered, it was sent to a selected group of badminton committee members that were responsible for their respective time slots
  - o Role of the committee members was to determine the roster list of their respective days based on the master spreadsheet
- The registration lead and the badminton committee members met up altogether, finalized the roster list for all days, and considered the following factors:
  - o Are there spaces available to accommodate more members?
  - o Are there spaces to ensure that the majority of the members get more than one session per week?
  - o Are all conflicting schedules resolved (i.e. husband and wife together in a session)?
  - o Cross-proofing to ensure that all members are treated equitably
- The assignment schedule was posted a few days prior to the start of the program for members to review
  - o The badminton committee members collected a few emails where there were registration issues that needed to be resolved
  - o The badminton committee members had a working meeting to resolve all outstanding issues (i.e. schedule conflicts, typography) and reposted the assignment schedule within a week’s time since it was posted
    - 10 switches and changes made out of 176 badminton players
- The badminton registration was completed within 16 days: from September 12<sup>th</sup> to September 27<sup>th</sup>.
- The registration lead (Casey Chung) attended the majority of the week 1 badminton programs and ensured that the court assignments were fair and accurate to their skill



level as per their Standard Operating Guidelines (i.e. court assignment based on skill level).

- An updated email was sent to all AGOAC badminton members after the first two weeks of programs; providing updates on the following items:
  - Court assignments are based on skill level of the players
  - Update on Friday night split sessions and rotating schedule to be fair to all players
  - Pre-registration sessions for 2015-16 season (September and February)
  - Refer to AGOAC website for program updates and cancellations



## DISCUSSION

### Registration system via email/phone message:

- The majority of the members were comfortable with the email system.
  - o 38% of all badminton registrants registered within the first minute (i.e. 8:00am)
  - o 74% of all badminton registrants registered within the first ten minutes (i.e. 8:00am – 8:09am)
  - o One person utilized the phone system (Note: This individual also sent an email as well)
- Complications with the email system included:
  - o Some members did not conveyed their intentions clearly (i.e. preference of time slots in ranking, identifying their spouse)
  - o Some members registered prior to the start time (i.e. 7:45am)
    - There were no mechanisms preventing members from doing so

### Master spreadsheet:

- The spreadsheet was detailed and organized in a method where it can be filtered and sorted into different sessions of the week (i.e. Monday time slot)
  - o Able to distinguish pairs (i.e. spouses) and choices preferences in ranking
- Through the auditing process, the spreadsheet was verified to be accurate relative to the time stamp for the members
- Note: The content of the spreadsheet was created manually by one person and it took about 12 hours to input and proof the document (i.e. 384 sets of information)

### Court assignments:

- Optimal number of players was determined by the time slot given by the City (Note: AGOAC standard operating guidelines is 32 members per 90-minute time slot)
- The “maximum number of players” was an arbitrary number determined by the badminton committee based on their previous experience (i.e. individuals not attending, sick, vacation, personal reasons)
  - o Optimal number was taken into consideration to develop the maximum number of players
  - o The maximum number of players was used to determine the number of members that were allowed to register per each time slot (Note: Maximum number of players vary from day to day based on trends)
- The majority of the members were provided their first choice time slots by default
- The second choice time slots were primarily dependent per day whether there were spaces available
  - o There were additional spaces available on Monday and Thursdays
  - o There were waitlists on Tuesday, Wednesday, Friday, and Sundays
  - o Example: Tuesdays -45 members ranked 1<sup>st</sup> choice, but 40 spots available; therefore no opportunity for 2<sup>nd</sup> choice members to participate
- One of the adjustments that was made at the committee member level was to split the Friday time slot into 2 sets of 90-minute sessions to accommodate the waitlist
  - o Example: Fridays -58 members ranked 1<sup>st</sup> and 2<sup>nd</sup> choice, but 40 spots available; expanded the time into two separate time slots to create 64 spots available to accommodate waitlist
  - o Note: This decision was made by the badminton committee members after the registration had started to deal with the issue at hand. They were unable to communicate and gather more information from the members about their preferences on the split shift.
- Court assignments were primarily based on skill level
  - o The time stamp was used as the first screening tool to have their request be considered.
  - o The skill level determined where they would be slotted, especially in the case when there are split shifts (i.e. 3A versus 3B).
    - Example: Fridays – when all “advanced” time slots are filled for 8:30pm – 10:00pm, then they would be slotted for “advanced” time slots for 10:00pm – 11:30pm



- Note: Once the member is guaranteed to be in a particular time slot, the time stamp did not play a factor in any other decisions that needed to be made
- The committee members were able to accommodate the majority of the members and their respective spouses into the same time slot; however the majority of the couples were not placed in the same court assignments regardless of their same skill level as per the master spreadsheet
- There was a challenge when it came to court assignments per skill level per day; as there was a wide spectrum of skill levels within badminton that was hard to quantify and slot into 4 distinctive courts
  - Court 1 and 4 for novice/beginners; Court 2 and 3 for intermediate/advance
  - Percentage split of all skill levels in badminton registration:
    - 2% Novice; 3% Novice/Beginner; 20% Beginner; 44% Intermediate (largest group to accommodate); 18% Intermediate/Advance; 11% Advance; 2% other category.



Participation rate:

- 176 members accepted for AGOAC pre-registered badminton programs
  - o 155 members: Returning members that purchased an AGOAC membership in 2014-15 (Note: 35 more members registered in comparison to 2014-15 registration numbers)
  - o 21 members: New members that purchased an AGOAC membership in 2015-16
- Based on a 3-week period for 2015-16 AGOAC Badminton programs:
  - o Approximately 67% attendance for Tuesday, Wednesday A & B, Friday B sessions
  - o Approximately 80% attendance for Thursday, Friday A, Sunday sessions
    - Note: There was not enough data to provide trending for Monday session
  - o Reasons why members did not attend their assigned sessions include:
    - Illness or injury
    - Vacation
    - Unknown personal reasons

## RECOMMENDATION

### Priority recommendations:

- I. **To develop an online form that can be used by all AGOAC members for registration through “GoogleForms”**
  - a. “GoogleForms” allow administrators to customize forms that not only meet the needs of the user, but it also allows the users to control the information that is submitted (i.e. mandatory fields that must be entered before you proceed to the next page). This guarantees the user to collect all the necessary information for registration, and reduces the amount of human errors in the process.
  - b. “GoogleForms” collects all data and stores it in a centralized location (i.e. “GoogleSheets”); and can be exported in a wide range of formats (i.e. PDF, XLSX, DOCX) for further processing. This process does not need an individual to interpret content in emails and input into a master spreadsheet
  - c. “GoogleForms” has the ability to store data with time stamp functions upon submitting the information
  - d. “GoogleForms” can be accessed through email or website via hyperlink (i.e. “Click [here](#) to register”)
  
- II. **To eliminate the court assignment process in the badminton registration**
  - a. The court assignment based on skill level is a complicated process that can be very time-consuming as it is subjective to the committee’s discretion. This adds a level of subjectivity to an objective process, which potentially can nullify the original objective of a fair and transparent process.
  - b. From the member’s perspective, although court assignments can be considered as an additive service, essentially it skews the results as the member cannot control the perception of the committee members regarding their skill level.
  - c. The essential need of court assignment is to provide a fair game that is challenging and engaging to the members. If there is an alternate method in meeting this objective, then the elimination of court assignments within the registration process will create a more objective process that the members can control.

- d. Flaws in the court assignment process:
  - i. There is an assumption that by assigning an even number of players per court, then we can eliminate sitting time
    - 1. Response: As attendance numbers vary day to day, there can still be an odd number of players that attend. Furthermore, as court assignments restrict individuals to play within a court on a given day, there can be a maximum of 4 odd players that are sitting out due to participant attendance.
  - ii. There is an assumption that court assignments can guarantee members to play other members relative to their skill level
    - 1. Although this may be true, this only allows members to play members within their court. For example, in a badminton session of 32 players, members can only interact with no more than 7 other individuals for the entire season.
  - iii. There is an assumption that court assignments can optimize playing time in a session.
    - 1. Based on the court assignments, although you are optimizing playing time from a quality perspective (i.e. challenging players); you are not optimizing playing time from a quantity perspective. For example, if there are 4 people that are in Court 2 for the day, then at one point, the members would need a break and there is a possibility of the court sitting empty.
- e. Possible option to meet the objective in providing fair game that is challenging and engaging to the members without court assignments –***the “Ladder” system***:
  - i. Individual chooses their own teammates and plays doubles; winner gets 3 points, ties gets 2 points, loser gets 1 point.
  - ii. Scores represent your skill level relative to others in the session.
  - iii. Subsequent round of games will be based on your total point score of the day (i.e. Teams with 3 points in total will play each other)
  - iv. In a 90-minute session, run a total of 3 sets of 15-minute games for the two heats (based on highest score in 15-minutes or first to 21 points)
  - v. Volunteer lead records top 3 scores of the day; and uses the scores to set up games for next week.

- III. To work with the City of Markham to finalize the number of hours allocated for AGOAC badminton prior to the registration start date.**
- a. By finalizing the time slots that are available prior to registration, the information can be communicated to AGOAC members in a timely manner; where they would be able to rank their time slot preferences more accurately
  - b. For example: If members knew ahead of time of Friday 8:30pm – 10:00pm; and Friday 10:00pm – 11:30pm, then can make a better conscientious decision during badminton registration.

Secondary recommendations:

- IV. To set up a consistent “standard operating guideline” for determining the maximum number of players based on trending (refer to page 10 for percentage of participants attending per day)**
- a. A consistent formula to determine the maximum number of players will avoid any misinterpretation of intention of the badminton committee members when finalizing time slot registrations
- V. To set a standard format in managing Friday badminton time slot**
- a. The Friday evening time slot is a very popular time for many AGOAC members as it caters to the working class (i.e. not daytime program) and the majority of the members are able to attend. AGOAC needs to create a format that is fair and can accommodate the majority of the members
    - i. Option #1: Maintain one 3.0 hour block for the members, but allow a Set A and Set B registration (i.e. 40 members for week 1 – 8; 40 members for week 9 – 16)
    - ii. Option #2: Maintain two 1.5 hour block for the members, but allow a rotational schedule every 4 weeks between the early shift and the late shift (i.e. 32 members for 8:30pm – 10:00pm; 32 members for 10:00pm – 11:30pm, rotate shifts every 4 weeks)
    - iii. Option #3: Maintain two 1.5 hour block for the members, and publish specific days for badminton registration (i.e. Choice #1: Fridays 8:30pm – 10:00pm; Choice #2: Fridays 10:00pm – 11:30pm)



## CONCLUSION

Overall, the AGOAC badminton registration had met their primary objectives:

- To provide equal opportunity for current and new AGOAC members to participate in recreational badminton;
- To create a fair and transparent process for AGOAC members to register for badminton programs

Some of the challenges that AGOAC faced were due to unforeseen circumstances beyond their control, where the badminton committee members needed to make quick decisions and fix the issue at hand. Other challenges were previous working models that were inherited by the badminton committee group as a result of previous standard practices prior to the inception of AGOAC. As the club pursues pre-registration for their programs with high demand, they will become more successful through a clearer registration process, a stronger line of communication between the AGOAC registration committee and its members, and exploring different technologies that enable the club to further streamline their registration process.