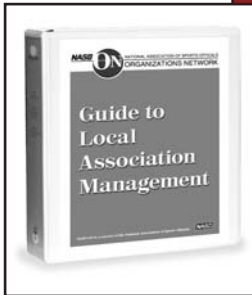


The Association ‘Bible’

NASO-ON continues to find innovative tools to help association leaders better manage their association. The *Guide to Local Association Management* is an invaluable tool designed to provide you with a broad range of meeting topic material and program development tools. Chapters cover topics such as training, recruiting and retention, mentoring and public relations to name a few. Those materials have been developed specifically to help you meet your association’s objectives. Plus, new chapters are added as new topics of interest and need arise. This guidebook is only one of many benefits you receive as an NASO-ON member. Through education and training you can raise the entire level of sports officiating in your area.



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Game Management Problems Attack Them at the Source!

By Donald C. Collins

Game management problems can be among an officials association’s most vexing problems. Some schools provide no game management. That’s probably the biggest problem of all. Other schools don’t provide officials with a secured locker room — or even a changing area at all. Some schools have poorly groomed fields, lack mandated padding in their gyms, provide poorly trained scorekeepers and clock operators — or worse, don’t provide scorekeepers or clock operators at all. Finally, some schools add to those problems by subjecting officials to an ongoing barrage from abusive fans, who suffer no recourse.

Some of the more common reasons for ongoing game management problems are:

Inertia: It’s not easy running a school. Sometimes little things like game management at a sports event rank

pretty low because school administrators aren’t aware of any incidents, don’t know the standards for game administrators, and have an athletic program that needs support or oversight. Absent the support or oversight, it becomes easy for the school to let things slide until an incident occurs.

Intimidation: Unfortunately, there are some athletic administrators and coaches who are perfectly willing to acknowledge their game management deficiencies, but like the short term benefit of intimidation.

Finance: It costs money to take care of game management. Schools with scant athletic budgets may claim that their game management deficiencies are a product of that lack of funding.

Lack of volunteer support: Some schools have trouble rounding up team

(See “Game Management” p.4)

Treat Your Membership Like Your Children, Part VI

Nobody Told Me That

By Tim Sloan

In front of most people’s houses is a large area, frequently green in color. It is easy to locate because it’s often bordered by a sidewalk, driveway, house and, perhaps, a garden. In our household, we refer to it as “the front lawn,” which is to be distinguished from “the back lawn” because of the latter’s lack of proximity to a driveway and sidewalk. Over time, it will be noted that the organic material comprising the front lawn grows longer and, unless steps are taken to correct the situation, will

eventually obscure small children and even the house as viewed from the street.

In return for food, clothing and attention to their needs, my children are expected, at regular intervals, to operate a motorized, self-propelled device called a “lawnmower” and thereby maintain the back lawn at a manageable length. We store that device in the garage and I know they’ve seen it because I have to move their bikes away from it to cut the front lawn. Just so that there are no

(See “Membership” p.3)

Develop a World-Class Training Program For Your Association Part I

Getting Started

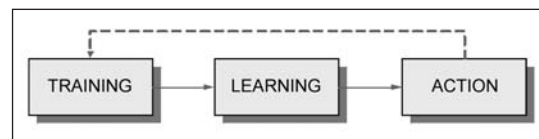
By Bob Masucci

Training is generally understood to be a structured communication to a targeted audience for the express purpose of developing an appropriate skill set, modifying behaviors, increasing competence and influencing learning attitudes. Whether it is a secondary school, a Fortune 100 corporation or a local officials association, all organizations' training objectives can be traced back to at least one of those four fundamental needs. The ultimate goal of training is induce learning, that process by which knowledge and behavior are enhanced by a structured application of teaching and experience.

Formal training will of necessity have stated goals, tangible content and a set of strategies for instruction. All will be based upon a thorough analysis of training needs. The effectiveness of that training will ultimately be measured against objective criteria to determine what improvements to the planning, execution, logistics or evaluation must be made to further enhance the learning experience.

In its purest form, training becomes a cyclical event where training encourages learning; learning hopefully precipitates action resulting in improved performance.

That new level of performance then identifies remaining deficiencies for the next round of training.



At the local association level, training is essential. Without it, newer officials may reach and remain at a perilously low plateau of performance. Intermediate members may be unable to take that next step. And senior officials may at best fail to

Game Management Continued from page 1

managers, game administrators, scorekeepers and sometimes even spectators. Those schools will, on occasion, provide little support and claim that they lack a corps of people to draw from.

Lack of training: Some schools have volunteers, but they're either untrained, poorly trained or they're a rotating squad of students who simply fill in as needed.

Many officials associations have observed such problems for years. In fact, the same schools often have the same problems year after year. Those schools aren't constitutionally incapable of improving. They may need help, and officials associations can and should assist. After all, associations and schools do have a lot of overlapping interests.

Associations that want to work with schools to help solve those problems should bring those matters to schools' athletic departments first. Some schools will fix the problems on their own. Some schools will be well intended, but will offer excuses. Associations can help those schools.

Associations can help overcome inertia by providing an athletic director with some leverage when the athletic director deals with school

administrators. Associations, athletic directors and school administrators can put combined pressure on intimidators. Intimidators often fall into line once a school's administration shows that it is determined to create a positive environment. Associations can't generally solve a school's financial constraints, but they may be able to get a school to provide adequate staffing at sports contests when they work hand-in-hand with a determined athletic director. Often school administrators who ignore their own employee, the athletic director, are more swayed by an outside party, such as the officials association. Finally, associations can easily help to train game management, scorekeepers, timers, clock operators, shot clock operators, chain crews and other support personnel.

Not all athletic departments will be willing to solve those problems. Officials associations do not have to be deterred by that. They simply need to be savvy at working with their state associations and working within a school district's hierarchy. Pressure is often an excellent catalyst for change.

Clearly, the best way to pressure an unwilling athletic department is to have a state association approach the school's

administrators, point out national and state standards for game administration, demand compliance, require an action plan from the school and provide ongoing monitoring. If an association can't or doesn't want to go through the state association, a second option is for the association to approach the school district's administration instead of the school itself. Schools are often run by an administrator who is charged with overseeing all high school operations. That person may be an assistant superintendent, a headmaster or a chief instructional support officer. Schools also have legal counsel, who can be approached by attorneys who are association members (which increases the odds that the attorney will work for free). Those people will often be amenable to the needed changes and have the authority to force the schools to implement them.

Game management problems can be solved, but associations have to take an active role in solving them or the same schools will continue to have the same problems year after year after year. *Donald C. Collins is the executive director of the San Francisco Section of the California Interscholastic Federation. He is a longtime basketball official and lawyer.* □