

Modern Association Management Part I Management, Rewards and Due Process

By Donald C. Collins



Modern associations should be run in a manner that sets out the association's objectives, gives officials the tools to meet those objectives, links rewards to the achievement of the objectives and provides recourse for those who are deprived of the rewards or subjected to sanctions. If an association does all of those things, it can produce better officials while also reducing its chances of being in court.

To be specific, associations want to produce the best possible officials. Associations can and should develop specific goals for each official in order to help the official maximize his or her potential. That, quite simply, should be

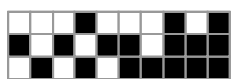
the objective of the modern association. The association's second objective should be to make sure a system is in place that ensures the absolute best officials get the absolute best games. That links rewards to the achievement of the association's objective.

Associations should provide general educational and training tools to assist the entire membership. Associations also should provide specific educational and training tools to facilitate the development of individual officials — all of whom have their own unique problems, strengths and weaknesses.

(see Management page 8)

Escape the Dreary Meeting Syndrome

By Jerry Grunski



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Have you ever gone to an association meeting that was so scintillating it set you aquiver? Well, why not?

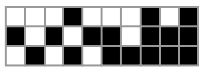
It is lamentably easy to single out reasons why meetings can be an abominable waste of time:

- Someone drones on about stale stuff with which you are entirely familiar. In other words, nothing new transpires.
- The speaker is totally inept: jumbled speech patterns, feeble organization or repetitive discourse, saying "you know," "actually" or "of

course" in nearly every utterance.

- The speaker falls back on clichés, that besides being redundant, have little relevancy to actually working a game.
- The presentation is a harangue that singles out perceived faults that only apply to a few members who won't "get the message" anyway because of the whiney general thrust.
- Someone brings up an obscure rule situation and the group wrangles about it, often in illogical ways, with no final resolution.

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Management (Continued from page 1)

In order to give officials the tools to meet the association's objective of maximizing the ability level of its officials, an association must be able to compel its officials to be educated and trained. An association should use its bylaws to do that, as the bylaws are a legal, binding contract between the members and the association. The force of a binding contract overrides any objections members can raise. Members can't argue they don't need to participate in association mandated training because they're independent contractors or because they have the same rights as everybody else. If the bylaws compel a specific amount of training and link that training to rewards and sanctions, the individual official must either comply or get out of the association.

Associations must acknowledge that striving for excellence, linking rewards to the achievement and display of excellence is a pretty mean process. Associations are, in effect, telling some of their members they're not good enough. Lawsuits can arise just from trying to do that. Examples of those suits are discrimination suits and a host of suits that deal with some technical violation of the bylaws.

Basically, those types of suits are a member's way of saying he or she is upset because they didn't get the association's reward. Thus, associations must provide internal recourse. We call that recourse due process.

Due process allows upset members to express their frustration internally. Indeed, a good due process system forces the member to keep the grievance internal as courts will not be willing to hear a case until the internal due process rights are exhausted, provided the due process rights aren't unfair. In other words, we wouldn't provide a due process right that doesn't leave sufficient time for the member to be heard, doesn't let the member know what he or she has done wrong, doesn't allow the member to bring a complaint about an error in the bylaws or in the execution of a function under the bylaws.


Next month we'll take a look at creating an educational climate conducive to associations and their members.

(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.) ■



LOAN currently has over 450 members. In all, those groups represent more than 55,000 individual officials. We welcome our newest LOAN-member associations, listed below along with their home cities and contact persons:

- **Arizona:** Independent Umpire Association, Tempe (Frank Angulo).
- **California:** Southern California Volleyball Officials Association, Monterey Park (Vernon Sanborn), Victorville Barstow Officials Association, Victorville (Desider Simcoe).
- **Connecticut:** Fairfield County Football Officials Association, Stamford (Jim West).
- **Virginia:** Mid Atlantic Coast Referees, Arlington, (David Mahr).



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