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Sport Organisation and Administration

E. Eksteen

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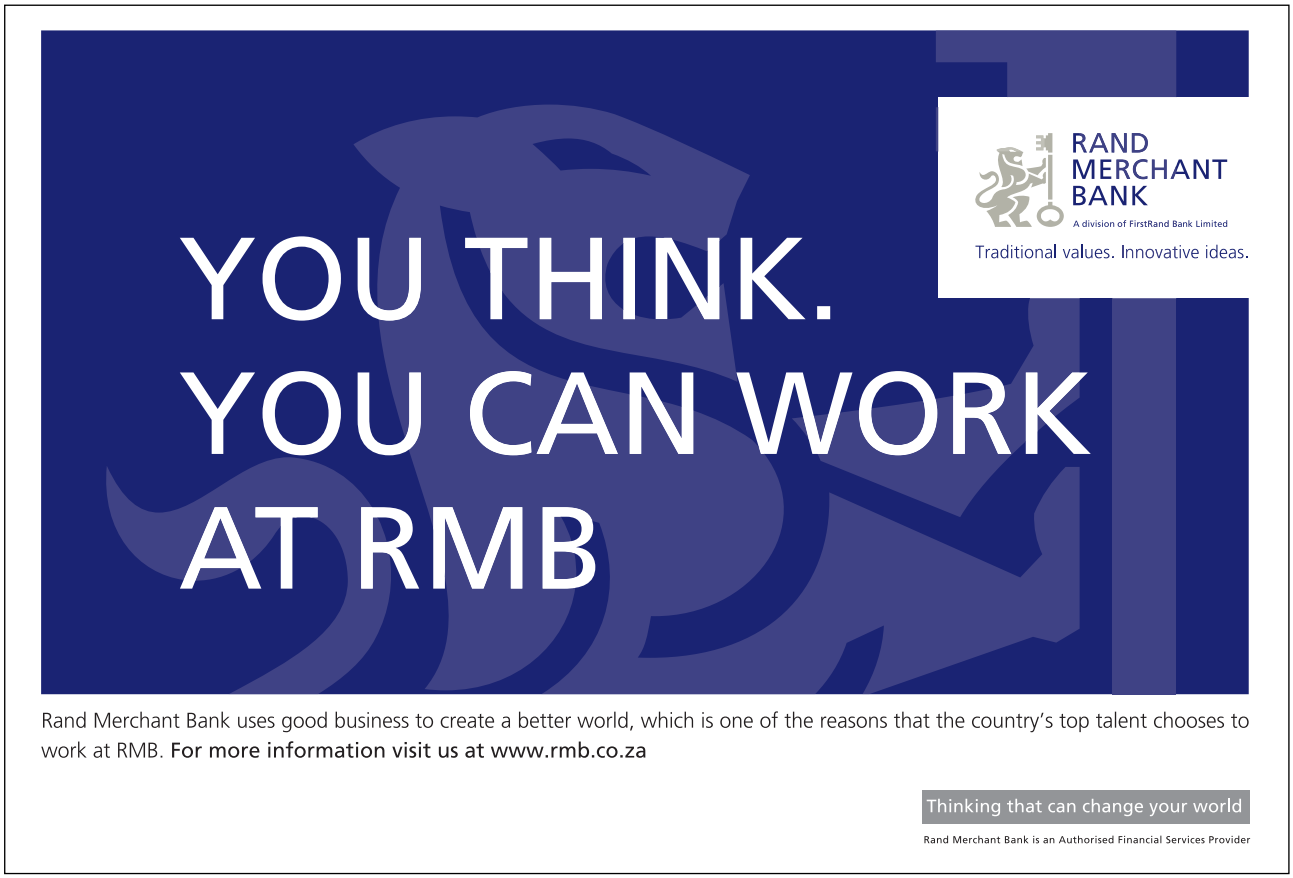
Contents

1	**Sport Organization**	**8**
1.1	Introduction	8
1.2	What is a sport organization?	8
1.3	Organization structures	9
2	**Organizational and Management Theories**	**14**
2.1	Introduction	14
2.2	Organizational theories	14
2.3	Management theories	15
3	**The Club**	**18**
3.1	Introduction	18
3.2	The club plan	18
4	**Groups in Sport Clubs**	**27**
4.1	Introduction	27
4.2	Groups and teams	27



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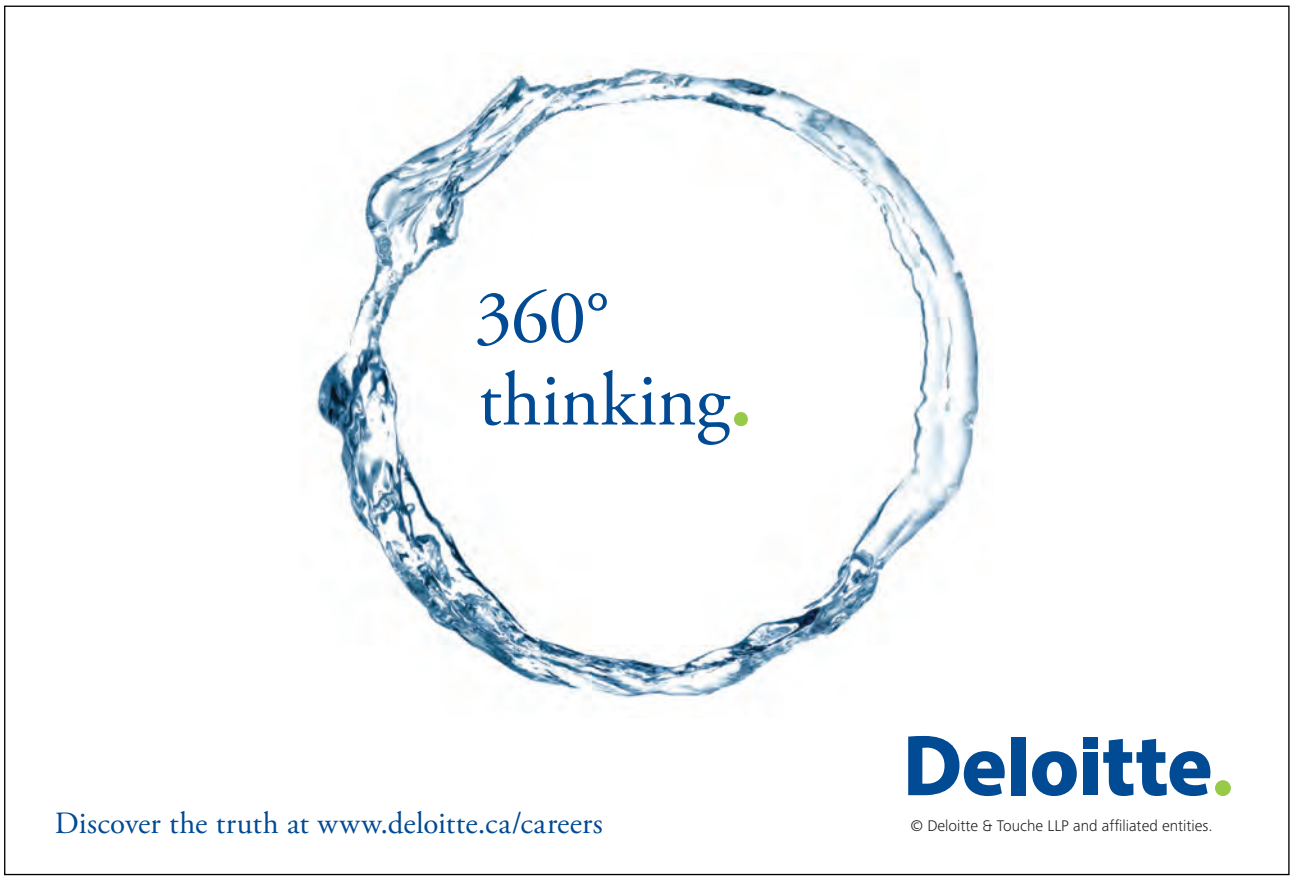
5	**Decision Making**	**38**
5.1	Introduction	38
5.2	Types of decisions	38
5.3	Decision making conditions	39
5.4	The decision making process	40
5.5	Techniques for improving group decision making	42
6	**Conflict in Sport Clubs**	**46**
6.1	Introduction	46
6.2	What is conflict?	46
6.3	Functional and dysfunctional conflict	46
6.4	Types of conflict	47
6.5	The conflict process	49
6.6	Managing conflict	50
7	**Administration of Coaches**	**55**
7.1	Introduction	55
7.2	Recruitment of coaches	55
7.3	Selecting coaches	62
7.4	Supervision and evaluation of coaches	63



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8	**Administration of Parents**	**68**
8.1	Introduction	68
8.2	Developing a shared understanding with parents	68
8.3	Parent and sport club managers' responsibilities	70
8.4	Parent problems	72
9	**Administration of Finances**	**73**
9.1	Introduction	73
9.2	Sources of funds	73
9.3	Budgeting	76
9.4	Accounting	83
10	**Risk Management**	**87**
10.1	Introduction	87
10.2	What is risk and risk management	87
10.3	Risk management process	88
10.4	Duties regarding risk prevention	94
10.5	How to make the activities at your club safer	95
10.6	Supervision guidelines	95
10.7	Managing specific risks	97

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11	**Event Management**	**98**
11.1	Introduction	98
11.2	Sport event planner	98
11.3	Conducting the event	116
12	**References**	**117**

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1 Sport Organization

1.1 Introduction

The extension of professional events, professional sport organizations, private sport clubs, health centers, corporate sponsorships and the media has turned sport into a major social phenomenon.

1.2 What is a sport organization?

Definition of a sport organization:

> "A sport organization is a social entity involved in the sport industry; it is goal-directed, with a consciously structured activity system and a relatively identifiable boundary"

From the above mentioned definition, there are five key elements, namely:

1. **Social entity**
   - All sport organizations are composed of people or groups of people who interact with each other to perform those functions essential to the organization.
2. **Involvement in the sport industry**
   - Sport organizations are differentiated from other organizations such as banks, car dealerships etc. because of their direct involvement in one or more aspects of the sport industry, for example, through the production of sport-related products and services.
3. **Goal-directed focus**
   - All sport organizations exist for a purpose, be it for making a profit, encouraging participation in a given sport, or winning Olympic medals.
4. **Consciously structured activity system**
   - The interaction of people or groups of people in sport organizations occur through conscious structuring of activity systems such as marketing, product and service development, financial development and human resource development.
5. **Identifiable boundaries**
   - Sport organizations need to have a relatively identifiable boundary that distinguishes members from nonmembers.

The elements of the definition are evident in the sport organization, Nike. The goals of the company are to produce athletic footwear and to sell it at a profit. As Nike has grown and more people have been hired, activity systems have been consciously structured, for example, marketers and financial managers have been hired. The people hired identified themselves as employees and managers of Nike, which creates for them an identifiable boundary to differentiate their company from its competitors in the athletic footwear industry.

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1.3 Organization structures

1.3.1 Type of structures

There are different types of structures a sport club can choose from to exist. In this section there will be looked at three structures, namely sole proprietorship, partnership and nonprofit organizations.

1.3.1.1 *Sole proprietorship*

A sole proprietorship is a business owned by one individual. The club owner may have staff members, but the owner controls all decisions within the organization. All the profit from the club venture goes to the owner and therefore is not subject to corporate income tax, but is reported on the owner's personal income tax.

Example of a proprietorship

Mike Muscles has his own supplement business where he supplies supplements to body builders. Mike has one staff member that works for him by delivering the supplements to the clients. He would generate income for himself and report what he made after expenses associated with the club on his personal income tax annually. Mike would make all the decisions in relation to the business because he is the owner. If Mike would sell a defect product to a client he can be sued as an individual by the client. He alone is then responsible for all damages or losses and can lose everything, his business and other personal property not related to the business such as his house, savings and other investments.

Advantages of a sole proprietorship

- The owner has total control over all decisions related to the business
- Easy to establish
- All profits retained by the owner
- Easy to sell
- Fewer government restrictions
- Is not subjected to corporate income tax
- Great flexibility

Disadvantages of a sole proprietorship

- Limited managerial experience
- Owner is alone responsible for the business
- Lasts as long as the owner lives
- Limited access to capital funds

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1.3.1.2 *Partnership*

A partnership is a business owned by two or more people with the goal of providing services that will be profitable for the partners. This business structure is similar to a sole proprietorship, but it involves more than one person. The resources the partners bring to the partnership may came in the form of capital, expertise or labour.

Example of a partnership

Mike Muscles has decided to expand his business by producing more services and products. He approached Dave Dumbbell to partner with him into a partnership. They planned to open a gymnasium where people can gym and buy the supplements. The reason why Mike approached Dave is that Dave can give the capital to build the gym. Mike has the expertise of running a gym as well as selling the supplements. Because it was Mike's idea to expand the business they agreed on a partnership of 60/40%. Mike will own 60% of the business and Dave 40%. By having the majority stake, Mike will have more control of the business. When dividing the profit, Mike will get 60% and Dave 40%.

Advantages of a partnership

- It is cheap and simple to establish
- All the owners have some control over the decisions that are made
- Revenues are taxed only once
- All profits are divided according to owners shares
- Various expertise involved in the business

Disadvantages of a partnership

- Limited access to capital funds
- Lasts only as long as the partnership survives
- It is difficult to dissolve a partnership if one of them dies or withdraws from the partnership.

1.3.1.3 *Nonprofit organizations*

A nonprofit organization is a corporation that exists for charitable, religious, educational, or scientific purposes and thus is exempt from some federal income taxes. A sport club can be designed to meet one of these criteria. A nonprofit organization is overseen by a board of directors and guided by a set of bylaws compiled by the board. The makeup of the board and the terms of each position on the board are outlined in the bylaws. The executive director of the club reports directly to the board of directors.

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Advantages of a nonprofit organisation

- The organization is exempt from certain taxes
- Any donations to the organization is tax deductible for the donor
- A diverse board of directors offers oversight

Disadvantages of a nonprofit organization

- There is no true ownership of the club

1.3.2 Dimensions of organization structures

In this section there will be looked at the three most common dimensions that are used in organizations, namely specialization, formalization and centralization.

1.3.2.1 Specialization

Specialization concerns the division of labor, or the extent to which tasks and duties are divided into separate roles. When specialization is high, employees carry out a limited range of tasks and duties, and when specialization is low, individual employees carry out a wide range of tasks. The dimension of specialization is tied to the concept of **complexity**. There are three levels of complexity, namely vertical, horizontal, and spatial.

Vertical complexity

Vertical complexity is evidenced by the number of levels that exist between the top executive in the organization (president, chairperson) and the lowest positions and units in the hierarchy (departments). The more levels there are, the more vertically complex the organization is, and the more communication, supervision and coordination problems can occur. The number of levels in the organization is usually related to the size of an organization and can be in the form of a flat or tall structure.

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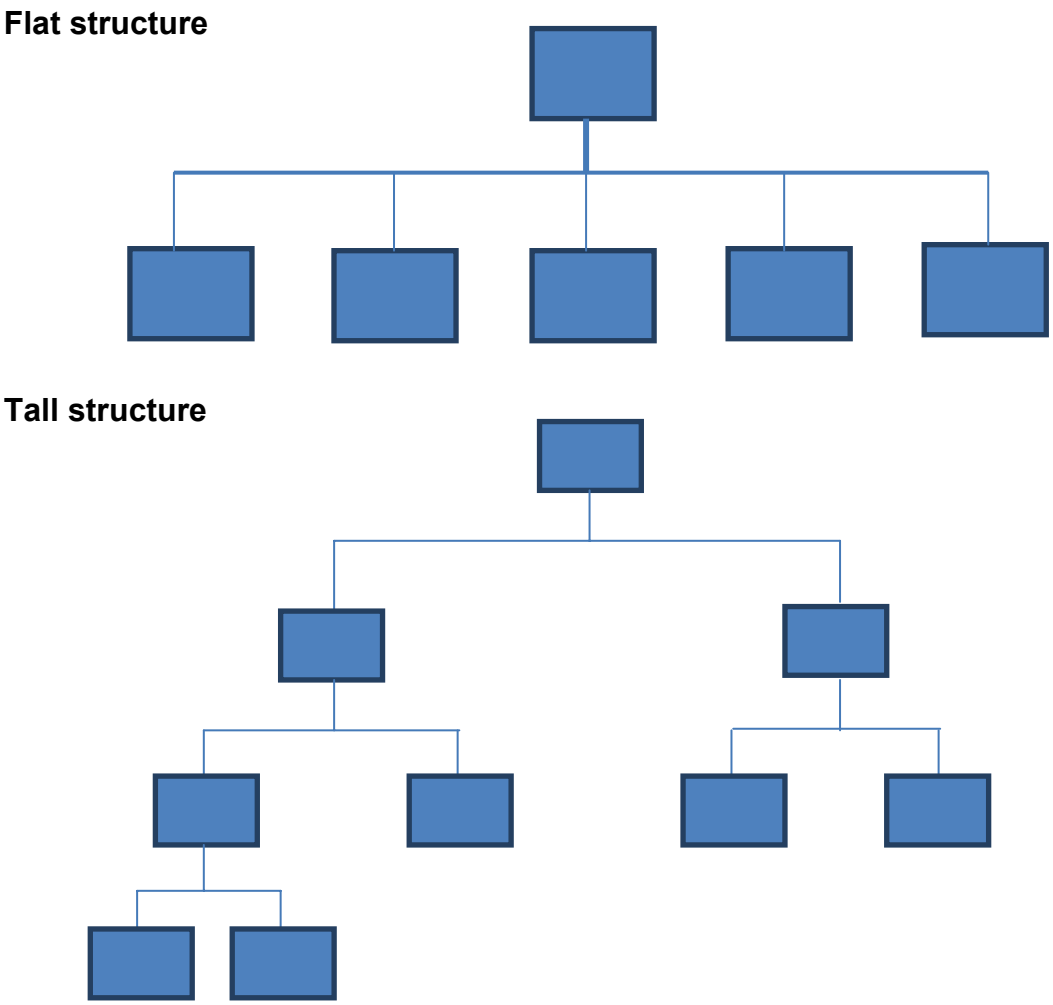

Horizontal complexity

Horizontal complexity is shown in the number of units and sub-units that exist across the organization, for example there is a financial department, marketing department and a production department in the organization. The financial department has sub-units such as a unit that handles all the purchases, one that handles all the creditors etc.

Spatial complexity

Spatial complexity refers to the number of places in which the organization operates. An organization operated in more than one place would be considered spatially complex relative to an organization operating in a single location, for example the sport shop Sportsman warehouse is more spatial complex than Kloppers, because they have a lot of branches in South Africa.

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1.3.2.2 Formalization

Formalization refers to the amount of written documentation in an organization such as rules and regulations, job descriptions, policies and procedures. If a sport organization is **highly formalized** it will have lots of rules and regulations, comprehensive policies and procedures, and detailed job descriptions to guide its operations. In this type of organization, employees have little discretion over how and when they do their work. In sport organizations with **low formalization** employees are given the freedom to exercise discretion about their work, and when and how it is carried out.

1.3.2.3 Centralization

Centralization refers to the hierarchical level that has authority to make a decision. When leaders and managers at the top of the hierarchy handle the decision-making activities, the organization is considered **centralized**. When decision making is delegated to levels throughout the organization, the organization is **decentralized**. Organizations are not completely centralized or decentralized. Some decisions in the organization may be centralized, for example the hiring and firing of employees, whereas other decisions may be decentralized such as the purchasing of supplies. Factors that determines if decisions are centralized or decentralized:

- **The cost** of the decision to the sport organization – the greater the cost, the more centralized the decision will be.
  - Example, a decision must be made to put up new flood lights on the hockey field. The costs of new flood lights are very high and therefore the decision will be centralized.

- **The timing**, how much time a sport manager has to make a decision – the more urgent the decision, the more decentralized it will be.
  - Example, there are not enough netball balls to play matches the following week. The sport manager must make an immediate decision on purchasing new balls.

- The **qualifications** of employees – the greater the number of expert employees involved in the sport organization, the more decentralized the decision will be, because expert / skilled employees have more freedom to decide how to do their work.

The structural elements of a sport organization show how the work of the sport organization is broken down and the means used to integrate the different tasks. It is essential that sport managers understand the various elements of structure to be effective and efficient sport managers.

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2 Organizational and Management Theories

2.1 Introduction

The sport club environment consists of many sport organizations on several levels. Some clubs consist of one coach with a team of 15 players competing in a league; others are large organizations with many full time staff members and many members. In this chapter there will be looked at the different management theories related to sport clubs.

2.2 Organizational theories

A sport club can be viewed in two ways – from an organizational theorist view or an organizational behaviorist view. Organizational theory focuses on the larger organization, whereas organizational behavior emphasizes the small group or individual within the organization.

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DEFINITIONS:

Organization theory

"A theory that focuses on the nonhuman concepts of an organization such as goals, systems, structures, policies and procedures"

Organizational behavior

"A theory that focuses on the individuals within the organization and how their behavior affects the organization"

Management

" The ability to get people to achieve organizational objectives through planning, organizing, leading and control"

2.3 Management theories

There are three management theories that can be applied to a sport club. In this section there will be looked at the works and ideas of Frederick W. Taylor, who was the first to view management as a science; Peter Drucker, who introduced management by objectives; and W. Edwards Deming, who devised the model of total quality management.

2.3.1 *Management as a science*

The beginnings of management theory rest with Frederick W. Taylor, long considered the **father of scientific management**. Taylor was born on the 20th March 1856 in Philadelphia. He was a mechanical engineer who sought to improve industrial efficiency. Taylor asserted that an organization cannot prosper unless the employees of the club prosper as well and for an organization to achieve maximum prosperity, according to Taylor's system, managers must apply the following principles:

- Develop a science for each element of a man's work
- Scientifically select and then train, and develop employees instead of requiring employees to choose their areas and train themselves
- Provide the employee with detailed instructions and supervision on how he must conduct his work
- Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

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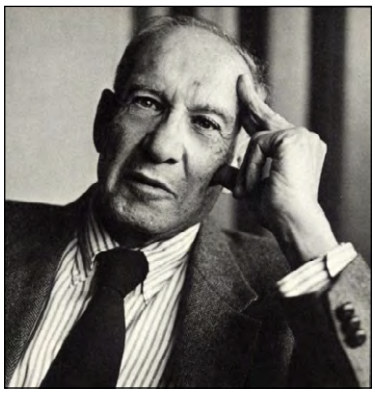
Taylor believed in transferring control from workers to management. He set out to increase the distinction between mental (planning work) and manual labor (executing work). Detailed plans specifying the job, and how it was to be done, were to be formulated by management and communicated to the workers. Taylor further believed the laborer was worthy of his hire, and pay was linked to productivity. Taylor died at the age of 59 on 21st March 1915.

2.3.2 *Management by objectives*



Peter Drucker was born on 19 November 1909 in Kaasgraben, Vienna. He was a writer, professor and management consultant and did some exploration on how people organize themselves. He developed the management by objectives theory that entails the following:

"A management theory designed to encourage collaboration between management and employees to achieve success"

According to Drucker's theory, objectives must be realistic, achievable, measurable and motivating, otherwise they are meaningless. He further postulated that individual objectives must also align with the organization's overall objectives to achieve overall success. Drucker believed that organizations are most effective when they are decentralized and when employees are skilled to perform the tasks. According to Drucker, skilled employees are one of the most important aspects in the success of an organization. Applying Drucker's theory to the sport club would entail the club leadership in collaboration with the board and staff establishing goals and objectives for staff members, departments of the club, and the overall club.

Drucker died in 2005 at the age of 95.

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2.3.3 *Total quality management*

W. Edwards Deming was born on 14th October 1900 in Sioux City, Iowa. He was a statistician, professor, author, lecturer and consultant. Deming has developed the total quality management theory that is based on management instilling a sense of purpose in employees and developing a positive environment through consensus building and collaboration between management and employees. Total quality management is a management philosophy that is driven by competition and customer needs. Deming believed that profound knowledge, statistics, psychology and an understanding of a system is required for the achievement of quality. Managers who adhere to total quality management focus on the education and training of employees and believe that the club can always get better by listening to employees to determine how to make the club better. Total quality management is therefore about promoting quality throughout the organization so that in the end the club members are satisfied.

Deming died on 20 December 1993 at the age of 93.

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3 The Club

3.1 Introduction

The foundation of the modern sport club is to understand why the club exist, what it aspires to be, and what goods and services it provides to its members. The reality is that sport clubs have become businesses, some nonprofit and others for profit, that are accountable to their players, members and state and national governing bodies. The objective of this chapter is to provide the outline for the structure of a sport club.

3.2 The club plan

The club plan is a written document that stipulates all aspects of a club's purpose and structure. The main elements of a club plan are a philosophy, vision statement, mission statement, goals, policies and procedures, club governance and organization structure.

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3.2.1 Philosophy

A philosophy is the beliefs, values, and truths that define a person or organization and distinguishes right from wrong and good from bad. Your philosophy is the system of principles that gives you direction in answering questions about what, why, and how. We all have philosophies about many things. Your most important philosophy concerns your beliefs about what you value in life and what type of person you strive to be. As a sport manager of a sport club you need to have a philosophy for your club or program that you run. Your club philosophy consists of principles that serve as your guide to administering the club, helping you make daily decisions. As you administer your club, these formative principles will be tested when you confront situations in which you are uncertain about the best way to respond. When you do respond, you will evaluate the consequences of your actions against your principles.

Developing a club philosophy involves three steps:

STEP 1: Determine the *objectives* your club would like to achieve
STEP 2: Establish the *principles* you want to use to guide you and your staff in managing the club
STEP 3: Form a set of coherent *policies*

The overall philosophy of the club has to be fashioned by the club's leadership and accepted by all staff and coaches, thereby enabling it to penetrate to the club's players and parents.

Example of a club philosophy

A club committed to promoting excellence in the educational, character, and physical development of members by offering a rigorous and challenging sport experience. Sport will be used to instill the qualities of leadership, teamwork, dedication, perseverance, loyalty, and fair play. These values will be tested and strengthened in the heat of the competition. Participants will learn to cope with success and failure and to be humble in victory and proud in defeat, and will understand that the competition is preparing them for the ultimate competition: life.

The above philosophy statement communicates clearly the club's belief that sport has the power to affect people and reaches beyond the playing field. These beliefs should drive all other aspects of the club. For the club to thrive, players, parents, coaches, management, and staff must buy in and live it on a daily basis.

3.2.2 Vision statement

A vision statement is a conceptual vision of what the club aspires to be, based on its philosophy. The vision should be both ambitious and compelling and should spell out what the club **hopes** to become, their dream to be in the future. The vision is the end and not the means of getting to the end.

Vision statement of Tjokkers Hockey Club

The Tjokkers Hockey Club shall provide coaching, training and development of recognized excellence to schools in Potchefstroom. Hockey Tjokkers is committed to becoming the leader in hockey coaching in the North-West Province.

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A vision statement should contain four distinct elements:

- The provider of the service (Tjokkers Hockey Club)
- The service to be provided (coaching and training)
- The target clients (schools in Potchefstroom)
- A quality declaration that identifies aspirations for how internal and external audiences will receive the program

Reasons why a vision statement is important

- It portrays the dream that the club has for the future
- It promotes change
- It provides the basis for a strategic plan
- It enhances a wide range of performance measures
- It helps to keep decision making in context
- It motivates individuals
- It has positive consequences

The vision statement guides the formulation of the mission statement and therefore the vision statement should be clear to develop the mission statement.

3.2.3 Mission statement

A mission statement is a statement of intent that provides meaning, purpose, and direction to members, employees, and leaders of the club.

Purposes of a mission statement

- It provides a snapshot of the club for potential employees and club members
- It provides purpose, meaning and direction to members and employees of the club
- It provides direction for club leaders, guiding them in decision making

Components of a mission statement

- The particular services to be offered
- The goals of the club
- The philosophy of the club
- The desired program image based on feedback from stakeholders

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Mission statement of Tjokkers Hockey Club

The mission of Tjokkers Hockey Club is to provide youth hockey players ages 5–18 a place to play hockey and to receive quality coaching in a safe and positive environment. The club is a family friendly organization that offers both recreational and league hockey as well as camps and clinics for members. Players of all skill levels are encouraged to play, and the club strives to conduct all business in a professional, fair and customer-friendly environment that puts the interest of the players first.

3.2.4 Goals and objectives

Goals are an extension of the vision and mission statements of a club and provide sport managers with an understanding of the direction to take in the club. Goals and objectives can be applied to any area of the club such as revenue, membership, performance standards, facilities, and programs offered and can be applied to individuals in the club as well as to the club as a whole. it is important to understand the difference between goals and objectives.

Goals

"states general targets to be accomplished"

Objectives

"states what is to be accomplished in specific and measurable terms by a certain target date"

Goals are your target; objectives guide your development of operational plans and help you know if you are achieving the target. Goals thus translate into objectives.

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Writing objectives

Goal: to increase membership

1. Start with the word *to*:
   To -------
2. Attach an action verb, typical ones are *increase, improve, enter, and revive:*
   ---increase---
3. Think of a single, specific result that you want to achieve and that can be measured:
   ---membership with 10%---
4. Choose a target date:
   During the 2014 hockey season

Objective: To increase membership with 10% during the 2014 hockey season.

Criteria to write objectives

An objective must lead to a single result that is specific and measurable and must include a target date.

1. **Single result**
   Write each objective so that it describes only **one** result. Aim for clarity and simplicity
   Poorly stated objective: to increase sales by 25% and to achieve a 5.4% market share.
   (Sales of what? Market share of what? By when?)
   Well stated objective: to increase tennis racket sales by 25% by December 2014.

2. **Specific result**
   State the exact level of performance expected.
   Poorly stated objective: to maximize profits in 2014 (how much is maximize? Is this gross profit or net profit?)
   Well stated objective: to earn a net profit of R500 000 in 2014

3. **Measurable result**
   Your objective must be measurable to determine if it has been met.
   Poor stated objective: perfect service for every customer (perfect by whose standards? how do you measure perfect service?)
   Well stated objective: to attain 90% "excellent" in customer satisfaction ratings in 2014.

4. **Target date**
   Set a date for accomplishing the objective. Deadlines makes you focus earlier and try harder.
   Poorly set objective: to achieve attendance of 70 000 fans (for every game? for all time?)
   Well set objective: to achieve attendance of 70 000 fans for the 2014 hockey season.

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When a goal is met, it is time to move on to new goals. If a goal is not met, the club can reset the parameters of the goal or look at the club to determine why the goal was not met and decide how to meet it in the future.

3.2.5 Policies and procedures

Once the club leaders understand the purpose and goals of the club, they must communicate **what** must be done and **how** it will be done. This is accomplished through the development of policies and procedures.

Policies:
"general statements of organizational intent that may be both internally and externally focused"

Procedures:
"statements on how policies will be achieved that make the actions of a club standardized"

Example of policy and procedure

Tryouts

Policy: An independent panel will oversee tryouts and select the players for a team.
Procedure: The panel will consist of five members – two coaches from another age group, the director of coaching, a board member, and the head coach.

Behavior on the field

Policy: participants may not swear or present bad behavior on the field
Procedure: participants behaving badly or swear on the field will face a disciplinary committee who will decide what the penalty will be.

Policies and procedures can be created to address the following aspects of a club:

- Financial
- Purchasing
- Travel
- Equipment
- Facilities
- Emergency plans
- Team selections
- Leagues and competitions
- Coaching

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Establishing policies and procedures makes the decision making processes easier on the staff and members of the club. Instead of having sole responsibility for player selection, the coach merely has to follow the established policy and procedure.

3.2.6 Club governance

The governance structure of a club should be documented and followed and the role of the board and its committees should be clearly communicated.

Articles of incorporation

Articles of incorporation are the formal, legal description of a business and contain the following:

- Club name and structure type
- Name(s) of person(s) organizing the club
- Whether the club is a stock or nonstock corporation
- Purpose for formation
- Names of members of the board of directors
- Address of the club's registered office
- Accounting period the club will use for reporting purposes

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Board of directors

The board of directors of a club is an important entity whose main function is to ensure that the club achieves its stated purpose.

The following information regarding the board of directors should be clearly communicated in the constitution of the club:

- The role of the board
- Number of members
- How one is placed on a board
- Grounds for dismissal
- The term of board membership
- Officer positions on the board
- The role of each position on the board

Responsibilities of an effective board of directors

- Determine the club's mission and purpose
- Select the executive director
- Support the executive director and review his or her performance
- Ensure effective planning
- Ensure adequate resources
- Determine the club's services and programs
- Enhance the club's public image

Committees

A committee is an entity created for the purpose of carrying out assigned responsibilities within a given area of a club. An effective board of directors establishes a committee structure to handle the specific aspects of the club. Committees may include fund-raising, new membership, strategic planning, budget, facilities, tournaments, and public relations. Each committee focuses on its specific area and reports back to the board on its activities.

Requirements for an effective committee

- Appoint a balanced group.
- Committees of three to five members function effectively.
- A chairperson or a convener should be appointed for convening the group.
- The duties of each committee member must be made clear
- Set dates for the completion of their work
- Appoint someone to record the work of the committee

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3.2.7 Club structure

To be efficient and effective, a sport club must have a structure that assigns task to various units or personnel in the club. Task assignments are presented in job descriptions and are easily understood through the use of an organizational chart that shows the reporting lines for the organization and who is responsible for what. The most effective way to structure a sport club is by **function** or **task.** Clubs can have a **simple** or **complex** structure.

Simple club structure:

- Club has only a few full-time staff members
- Only one or two people have all the authority to run the club
- The reporting lines are very short

Complex club structure:

- Club has many full-time employees
- Employees has specialized responsibilities
- Reporting lines are longer

The key to an effective structure is grouping similar tasks and having employees performing those tasks report to a supervisor who oversees the area. For example, a club may separate its structure into coaching and tournaments. The coaching function will include all coaching related aspects, like coaching the different ages, coaching clinics, coaching camps etc. The tournaments function will include all tournament related aspects such as travelling arrangements, accommodation, leagues and other competitions. One person or a department may handle each of those areas; the head coach of the club may oversee the coaching side of the club and the administrator of the club may oversee the tournaments side of the club. The chairperson of the club would have the responsibility of overseeing both aspects of the club.

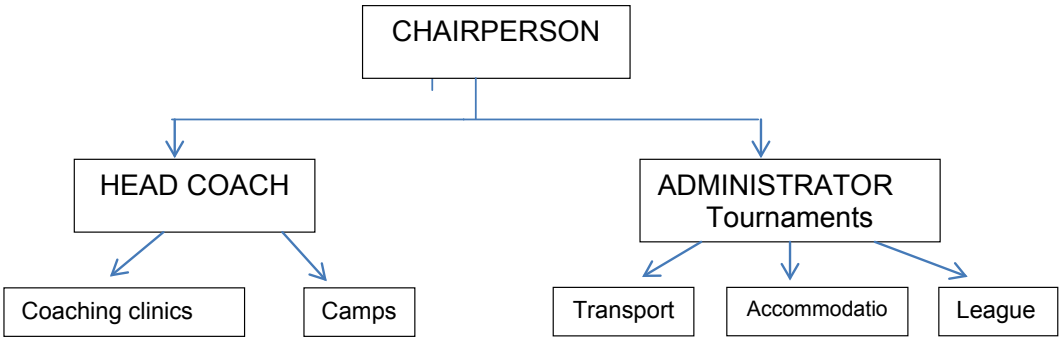

Figure 3.1: Organizational chart

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4 Groups in Sport Clubs

4.1 Introduction

Kids learn to work with each other when they join a club. They learn there are good times (winning games and laughing) and bad times (losing games and getting hurt), but either way they learn to stand with each other. Teamwork is very important for athletic performance and the same teamwork skills need to be applied to sport management. Clubs are increasingly using groups as their fundamental unit of organizational structure to respond more flexibly and quickly to rapidly changing environments. Thus, teamwork skills are becoming more important, and recruiters are looking to hire job candidates with the ability to work well with teams.

4.2 Groups and teams

Although we often use *group* and *team* interchangeably, they are different. All teams are groups, but not all groups are teams. A team is a special kind of group, and turning groups into teams is a process that requires special management skills.

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Groups:

"groups have a clear leader and two or more members who perform independent jobs with individual accountability, evaluation and rewards"

Teams:

"Teams are groups whose members share leadership and whose members perform interdependent jobs, with individual and group accountability, evaluation and rewards"

Characteristic	Groups	Teams
Size	Two or more; can be large	Typically 5–12 members
Leadership	One clear leader	Shared leadership
Jobs	- Jobs are distinct and clear-cut - Individual members do one independent part of the work	- jobs are fluid and overlap in responsibility - members perform numerous interdependent tasks - team completes an entire task
Accountability and evaluation	Leader evaluates each member's performance	Members evaluate each other's individual performance and the group's performance
Rewards	based on individual performance	based on each other's individual performance and the group's performance
Objectives	Set by the club and the group leader	Set by the club and the team

Table 4.1: Differences between groups and teams

Reasons why people join groups

- Groups offer security to people
- An individual can achieve a certain status by joining a group
- Self-esteem can be raised by being accepted into a highly valued group
- Satisfy social needs of people
- To achieve goals that they cannot achieve alone

4.2.1 Variables that influence group and team behavior

The behavior of groups in a sport club is based on four factors, namely club context, group structure, group process and group development stages.

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1. Club context

A number of factors in the club and the environment, called context, affect how groups function and their level of performance. These factors are as follows:

- Environment
- Mission
- Strategy
- Culture
- Structure
- Systems and processes
- Goals
- Policies and procedures
- Rules and regulations
- Clubs resources

2. Group structure

Each group has a certain structure that determines how individual group members and the group as a whole function.

Factors that influence a group's structure

The factors that influence a group's structure are group type, size, composition, leadership, and objectives.

Group type

Group types can be formal or informal, functional or cross-functional, and command or task. As sports organiser you need to understand the different types of groups that you will be part of during your career.

Formal groups:

- Are created by clubs as their official structures
- Departments of clubs, such as financial department
- There is a strong leader, such as a manager
- The skills of the members are random and varied
- Individual members are accountable and rewarded for their own performance

Informal groups:

- Not part of the clubs official structure
- Are spontaneously created when members come together voluntarily
- Can be either interest groups or friendship groups

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Functional groups:

- Perform work of one type,
- Example accounting, human resources and sales departments

Cross-functional groups:

- Members come from different functional areas
- Example, all the managers of the different departments in a club, such as manager of coaches, manager of facilities, manager of sales etc.

Command groups:

- Consist of managers and their staffs
- Can be functional or cross-functional

Task groups:

- People working together to complete a specific task
- Two forms of task groups
  - Task forces: temporary groups formed for a specific purpose.
  - Standing committees: permanent groups that work on ongoing club issue

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Group size

The sizes of groups vary depending on their purpose. Groups tend to be larger than teams; groups with more than 20 members are groups rather than teams, because there are too many members to reach consensus on issues and decisions.

	Advantage	Disadvantage
Small groups	- Individuals can all contribute - Tend to be more productive than larger groups	- limited ideas and creativity - overwork and burnout of members
Large groups	- Great variety of ideas and creativity - better in problem solving than smaller groups	- tend to be slow - inhibit equal participation

Table 4.2: Differences between small and large groups

Composition of the group

Group composition is the mix of members' skills and abilities. Deciding whom to put on a project or a team is one of the biggest challenges facing a manager or team leader. When assembling teams, select people with complementary skills to maximize performance. Generally, diverse groups with a variety of skills and knowledge tend to be more effective than homogeneous groups.

Leadership

To a large extent, leaders provide and determine group structure. Teams succeed or fail based on critical leadership choices. The leader's relationships with team members are different, and the relationships affect team performance. Generally, better relationships lead to higher performance.

Objectives

In groups, objectives are commonly very broad – usually about fulfilling the club's mission. Teams frequently develop their own objectives and own them in a way that groups don't. Setting and then achieving objectives lead increase confidence, motivation, and job satisfaction. Effective managers should guide their team in setting objectives that can be met, that are clear, and that can solve the problem.

3. Group processes

Group process is the patterns of interactions that emerge as group members work together. *Group dynamics* is another word for group process. Dynamics are about **how** people work together as they get the work done, not the work itself.

Components of group process dimensions

The components of group process dimensions are group roles, norms, cohesiveness, and status.

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Group roles

Each member in a group fulfills a role, and each role carries a role expectation – the way that others believe a person should act in a given situation. Group roles are **task, maintenance** and **self-interest**.

Task roles	Maintenance roles	Self-interest
- members do and say things that help to accomplish the group's **objectives** - roles are describe as structuring, job-centered, production, task-oriented and directive	- members do and say things that shape and sustain the group process - roles are described as consideration, employee-centered, relationship-oriented, and supportive	- members do and say things that help the individual, but hurt the group - members put their own needs before those of the group

Table 4.3: Group roles

To be effective, groups need their members to focus on both their task roles and their maintenance roles while minimizing self-interest roles. As you strive to achieve objectives, you need to distinguish between self-interests that benefit both the individual and the club (win-win situations) and those that benefit the individual but hurt the club (win-lose situations).

Group norms

Norms are an important part of group process and develop over time. Norms are the group's shared expectations of member's behavior and determine what should, ought, or must be done for the group to maintain consistent and desirable behavior.

Team norms develop in four situations:

- During practices
- During competition
- In social situations
- During the off-season

Norms develop spontaneously as members interact. If working hard becomes a group norm, the entire group will perform to that expectation. Norms can be formal or informal.

Formal norm: The first team must jog 5 × around the field to warm-up every practice.

Informal norm: We all stay for a drink after a match.

Norms may be written, communicated verbally, or even shared unconsciously by members of the group, but not every member of the group accepts norms to the same extent.

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Group cohesiveness

Group cohesiveness is the extent to which members stick together and develops because of the attraction that the group holds for the individual, and this attraction relates to the individual's needs. The more cohesive the group, the more it sticks together as a team.

Factors influencing cohesiveness

- Objectives
  - The stronger the agreement and commitment made to achieve the group's objectives, the higher the group's cohesiveness.
- Size
  - The smaller the group, the higher cohesiveness. Three to nine members appear to be a good group size for cohesiveness
- Homogeneity
  - Generally, the more similar group members, the higher the group's cohesiveness, and vice versa. The dilemma is that diverse groups usually make better decisions.
- Participation
  - The more equal member participation, the higher the group's cohesiveness.

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- Competition
  - If the group focuses on internal competition, members will try to outdo each other, and low cohesiveness results, but if the group focuses on external competition, members tend to pull together as a team to beat rivals.
- Success
  - The more successful a group is at achieving its objectives, the more cohesive it becomes.

Status within the group

Status is the perceived ranking of one member relative to other members in the group. Group status depends on the group's objectives, norms, and cohesiveness. Members who conform to the group's norms typically have higher status than members who don't.

Factors that status is based on:

- Performance
- Job title
- Salary
- Seniority
- Expertise
- People skills
- Appearance
- Education

High-status members have a major impact on the group's performance. If high-status members support positive norms and high productivity, chances are the group will too. The most productive groups consist of members with equal or close to equal status, in which all members feel they are contributing.

4. Group development stages

Groups go through developmental stages as they grow from a collection of individuals to a smoothly operating group or team. The stages of group development are orientation, dissatisfaction, resolution, production, and termination.

The two variables identified through each stage of group development are **competence** and **commitment**. These two variables do not progress in the same manner. As figure 4.1 shows, competence continues to increase steadily through stages 1–4, whereas commitment fluctuates – it starts out high in stage 1, drops in stage 2, and then rises through stages 3 and 4.

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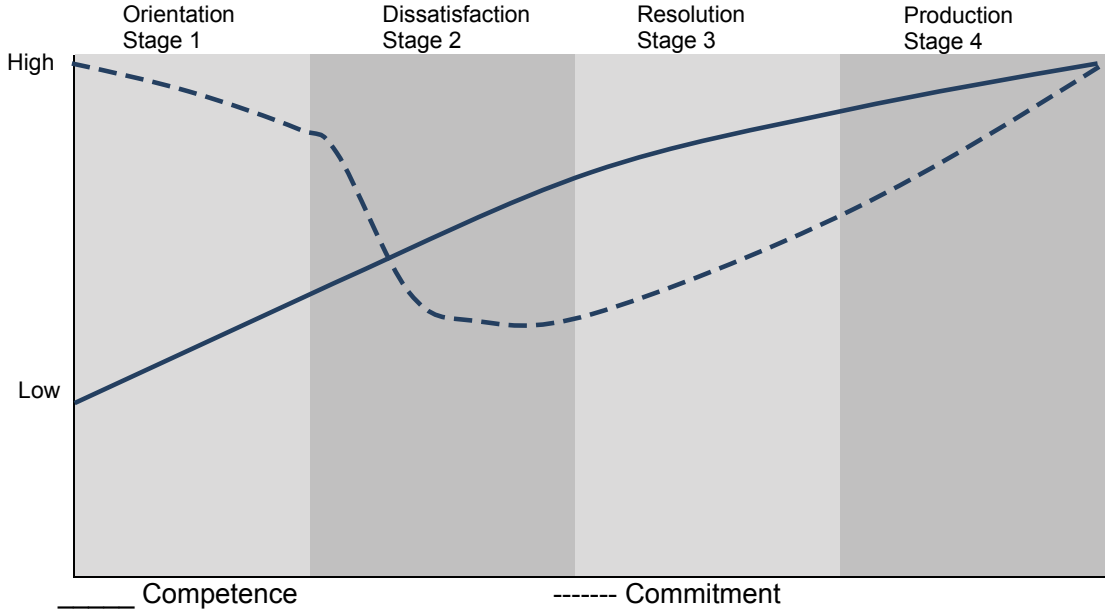
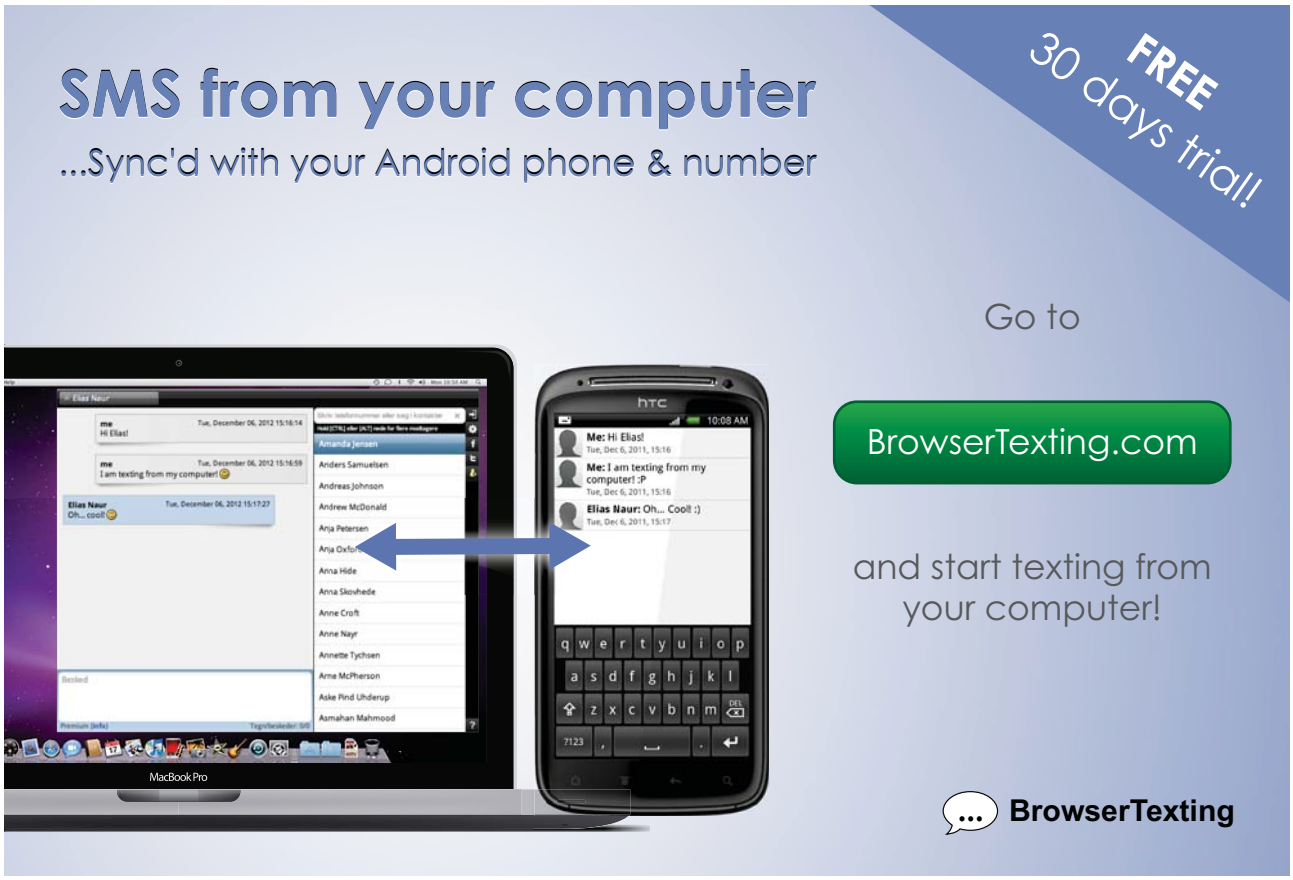


Figure 4.1: Group development stages



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Stage 1: Orientation

- Characteristic of task groups that are clearly beginning anew
- Also known as the forming stage
- Characterized by low development level – high commitment and low competence
- Members must work out structure issues about leadership and group objectives
- The size of the group and composition are checked out
- Members may be anxious over how they will fir in (status), what will be required of them (roles and norms), what the group will be like (cohesiveness) and how members will get along

Stage 2: Dissatisfaction

- Also known as the storming stage
- Characterized by moderate development level – lower commitment and some competence
- After working together for a time, members typically become dissatisfied in some way with the group
- Often the task is more complex and difficult than anticipated
- The group has developed some competence to perform the task, but not as much as members would like which leads to impatience
- During this stage the group needs to resolve its structure and process issues before it can progress to the next development stage
- This is a dangerous stage, because groups can get stuck in dissatisfaction and never progress to becoming a fully functioning team
- Coaches in the hockey league may be frustrated with certain players because they are trying to balance hockey practice with music lessons.

Stage 3: Resolution

- Also called norming stage
- Characterized by a high development level – variable commitment and high competence
- Within time, members often resolve the incongruence between their initial expectations and the realities that the objectives, tasks, and skills represent
- As members develop competence, they typically grow more satisfied with the group
- Commitment will vary from time to time as the group interacts
- If the group does not deal effectively with its process issues, it may regress to stage 2 – dissatisfaction, or it may stagnate in both commitment and competence
- If the group succeeds at developing at positive structures and processes, it will develop to the next stage

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Stage 4: Production

- Also called the performing stage
- Characterized by a high level of development – high commitment and high competence
- Commitment and competence don't fluctuate much
- Groups function smoothly as teams with high levels of satisfaction
- They maintain positive structures and processes
- Issues are resolved easily and quickly
- Members are open with each other

Stage 5: Termination

- Also called the adjourning stage
- Members experience feelings of loss as they face leaving the group
- Closure is important
- Present an awards dinner at the end of the season to say good-bye to members leaving the team.

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5 Decision Making

5.1 Introduction

Not all decisions made in sport clubs are long and complex. The decisions made in a sport club may range from deciding on the playing clothes of the club to organizing a major event. Decision making is a central aspect of the four fundamental management functions, namely planning, organising, leading and control. When managers perform these functions with skilled decision making, they will have fewer problems to solve. In this chapter we will look at the types of decisions you get, the conditions of decision making, the decision making process and techniques for improving group decision making.

5.2 Types of decisions

Before looking at the types of decisions, you need to know the definition of decision making.

Decision making:
"a decision is a judgment, a choice between alternatives"

Sport club managers use their judgment to make decisions about whether to hire or fire employees or to trade a player during a match etc. The decisions a manager makes can be categorized into two types: programmed and nonprogrammed.

5.2.1 Programmed decisions

- Programmed decisions are repetitive and routine
- They are made on the basis of clearly defined policies and procedures
- Types of problems to be solved using programmed decision making are usually **well structured**, have **adequate information** available and present **clear alternatives**
- There are definite methods for obtaining a solution to some decisions
- Are generally made by the club's lower-level managers and operators
- Examples of programmed decisions in a sport club
    - The decision to have more medical staff the bigger the tournament
    - The decision of the rugby coach on the next play
    - The admission of athletes to the club

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5.2.2 Nonprogrammed decisions

- Nonprogrammed decisions are new and unique
- Decisions are novel and ill structured, complex and elusive
- There are no established guidelines or procedures to direct the way this type of decision should be handled
- Often sport clubs has never faced decisions about this exact situation
- There are no clear alternatives from which to select
- Managers at all levels of the club make nonprogrammed decisions.

5.3 Decision making conditions

By identifying the type of decision, as well as the conditions under which it will be made, managers should be able to make better decisions. The conditions under which decisions are made are certainty, risk, and uncertainty.

5.3.1 *Certainty*

A decision is made under conditions of certainty when the available options and the benefits or costs associated with each are **known in advance**. In other words, the manager understands completely the available alternatives and the outcomes of each, with 100% certainty. Unfortunately, very few decisions in a sport club are made under conditions of certainty.

5.3.2 *Risk*

Under the condition of risk, a decision maker has a basic understanding of the available alternatives, but the potential cost and benefits associated with each are uncertain. In other words, the manager does not know the outcome of each alternative in advance, but can assign a probability to each outcome. Decisions under conditions of risk are most common in sport clubs.

5.3.3 *Uncertainty*

Under conditions of uncertainty the decision alternatives and their potential outcomes are both relatively unknown. In other words, the outcome of each alternative is unpredictable and managers cannot determine probabilities. Decisions made under conditions of uncertainty are the most difficult.

Certainty	Risk	Uncertainty
Decision maker has complete certainty	Decision maker has some certainty	Decision maker has no certainty
Available options and the benefits or costs of each are known	Outcome of each alternative is not known in advance	Outcome of each alternative is unpredictable
No element of change intervenes between the option and its outcome	Probability can be assigned to each alternative outcome	Probability cannot be assigned to each alternative outcome
Decision is a sure thing	Decision is a "gamble"	Decision is a "gut" feeling

Table 5.1: Summary of decision making conditions and levels of certainty

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5.4 The decision making process

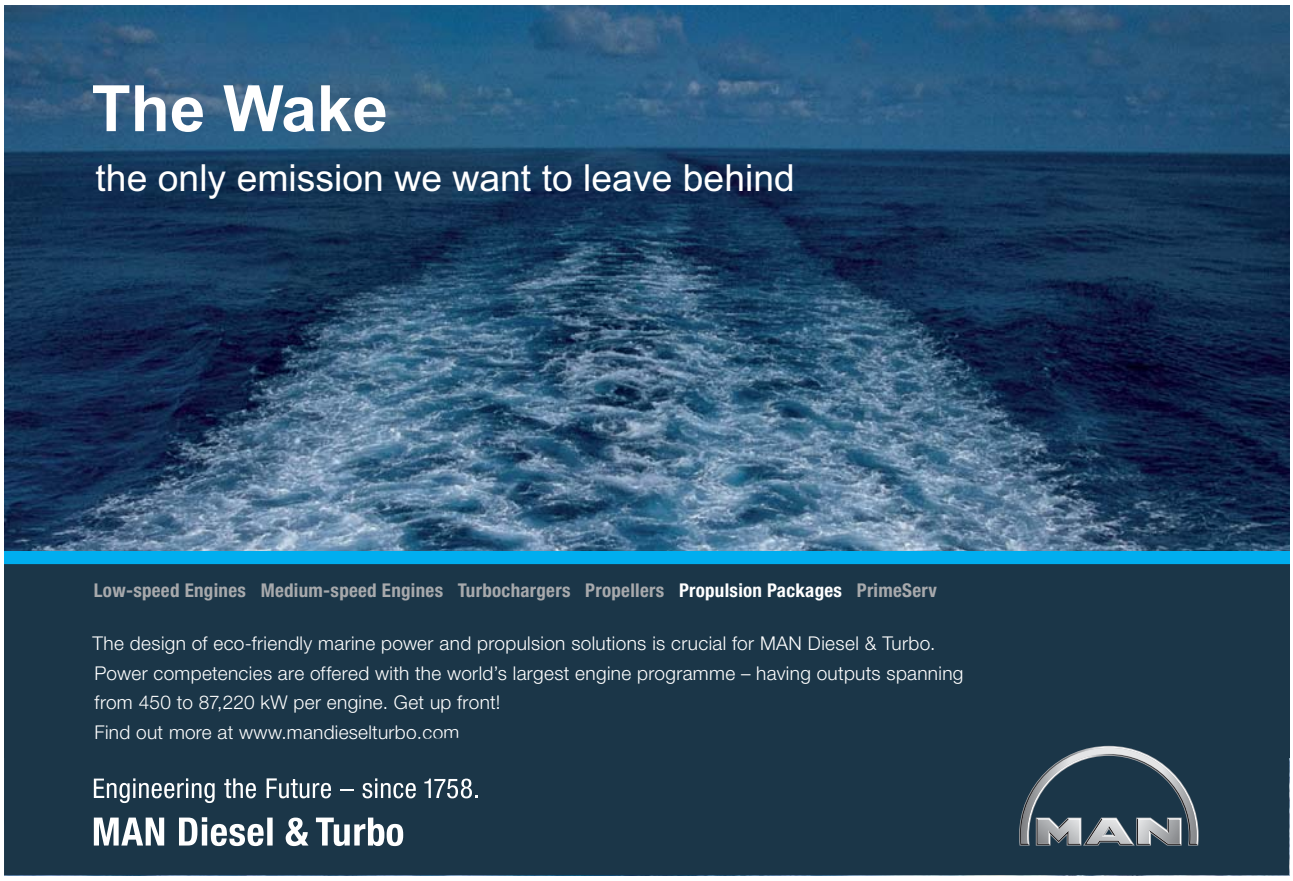
The decision making process describes a set of steps that decision makers should follow in order to increase the probability that their decision will be optimal.

STEP 1: Recognize, classify and define the problem

- Recognize that there is a problem
- Classify the problem in terms of the *type of decision* (programmed or nonprogrammed), and the decision making *condition* (certainty, risk, or uncertainty).
- Accurately define the problem
- Example, if a sport club needs a new pavilion for the spectators, the club must be in a position to explain the problem, e.g. the current pavilion is poorly designed and does not meet the needs of the club and spectators.

STEP 2: Set goals and criteria

- Generally in programmed decisions the criteria can be found in policies
- In the case of nonprogrammed decisions, no goals or criteria have been set
- The manager will be responsible for this task and he / she can make an individual decision or involve a group in decision making
- Example: is time of the essence in making the decision about the need for a new pavilion? Is there a cost issue to consider? What is the budget for this facility?



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Step 3: Developing and evaluating alternatives

- For every problem or issue, various alternatives may be available
- Alternatives may include what type of facility will be build and where the facility will be located
- Innovation and creativity play a major part in developing various alternatives
- Using groups to generate solutions could enhance this process
- The number of available alternatives identified is limited by *time* and *money*
- Each alternative should then be evaluated in terms of its strengths and weaknesses, advantages and disadvantages, benefits and costs.

Step 4: Select the best alternative

- The decision is made at this step
- This step requires a manager to evaluate each alternative carefully against the goals and criteria set during the second step
- Rank the alternatives in order of priority
- The manager's experience, values, internal politics and so on influence his choice.

Step 5: Implementing the alternative

- Once an alternative has been selected, appropriate actions should be taken to ensure that it is properly implemented
- During this stage you need to establish who needs to be involved in implementing the decision and how this decision can be best implemented
- Decisions should be explained in such a way that all relevant parties understand them

Step 6: Conduct follow-up evaluation

- Once a decision has been set in motion, evaluation is necessary to provide feedback on its outcome
- Adjustments are invariably needed to ensure that actual results compare favorably with planned results
- Questions to be answered in this step are:
    - Did the decision lead to the intended outcomes?
    - Was it the best decision given the circumstances?
    - What were the final costs of building the pavilion?

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5.5 Techniques for improving group decision making

Group decision making can enhance the process of setting goals and criteria and generating alternatives in the decision making process. Group decision making has certain advantages and disadvantages.

Advantages

- A variety of skills and specialized knowledge can be used to solve a problem
- Multiple and conflicting views can be taken into account
- Beliefs and values can be transmitted and aligned
- More organization members will be committed to decisions, since they have participated in the decision making process
- Participation in problem solving and decision making will improve the morale and motivation of employees
- Allowing participation in problem solving and decision making, trains people to work in groups

Disadvantages

- It can be more time consuming and can lead to slower decision making
- Groups are more likely to satisfice than an individual
- One group member may dominate the group decision
- It may inhibit creativity and lead to conformity

5.5.1 Techniques for decision making

Various techniques have been suggested to make group decision making more creative in order to overcome the disadvantages and to capitalize on the advantages of group decision making. The following three techniques will be discussed in this section, namely brainstorming, the nominal group technique and the Delphi technique.

Brainstorming

Brainstorming is a technique used to stimulate creative solutions to organizational problems. Brainstorming is used to help groups generate multiple ideas and alternatives for solving problems.

Process of brainstorming:

- A group is convened and the problem at hand is reviewed
- Individual members then are asked to silently generate ideas / alternatives for solving the problem
- These ideas are solicited and written on a board or flip chart
- Finally a second session is used to critique and evaluate the ideas
- Brainstorming sessions usually last from thirty minutes to an hour

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Rules of a brainstorming session:

1. Defer the judgment
   - Don't criticize during the initial stage of idea generation
   - Phrases such as "it won't work", "it's too expensive" etc. should not be used
2. Build on the ideas of others
   - Encourage participants to extend others ideas by avoiding "buts" and using "ands"
3. Encourage wild ideas
   - Encourage out-of-the-box thinking
   - The wilder and more outrageous the ideas, the better
4. Go for quantity over quality
   - Focusing on quantity encourages people to think beyond their favorite ideas
5. Be visual
   - Use different colored pens to write on big sheets of paper or white boards
6. Stay focused on the topic
   - A facilitator should be used for keeping the discussion on target
7. One conversation at a time
   - The ground rules are that no one interrupts another person, no dismissing of someone's ideas, no disrespects, and no rudeness.

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The Delphi Technique

Decisions often have to be made by experts in different geographical areas. The Delphi technique is a decision making technique that does not require the physical presence of the participants. This technique is a group process that anonymously generates ideas or judgments from physically dispersed experts. Ideas are obtained from questionnaires as opposed to face-to-face group discussions. In this technique the group's members never meet face to face.

Process of the Delphi techniques

- The manager identifies the issue to be investigated
- Choose the experts to participate – there should be a variety of knowledgeable people in different areas
- Develop a questionnaire
- The questionnaire is sent to participants and returned to the manager (usually by e-mail)
- The manager then summarize the responses and sends feedback to the participants with appropriate new questions
- Participants are asked to
    - Review the feedback
    - Prioritize the issues being considered
    - Return the survey within a specific time period
- The cycle repeats until the manager obtains the necessary information

The Delphi technique is useful when:

- Face-to-face discussions are impractical
- Disagreements and conflict are likely to impair communication
- Certain individuals might severely dominate group discussion
- Groupthink is a probable outcome of the group process

The Nominal group technique

The nominal group technique helps groups generate ideas and evaluate and select solutions. This technique is a *structured* group decision making technique and restricts discussion or interpersonal communication during the decision making process. Group members are physically present, but members operate independently.

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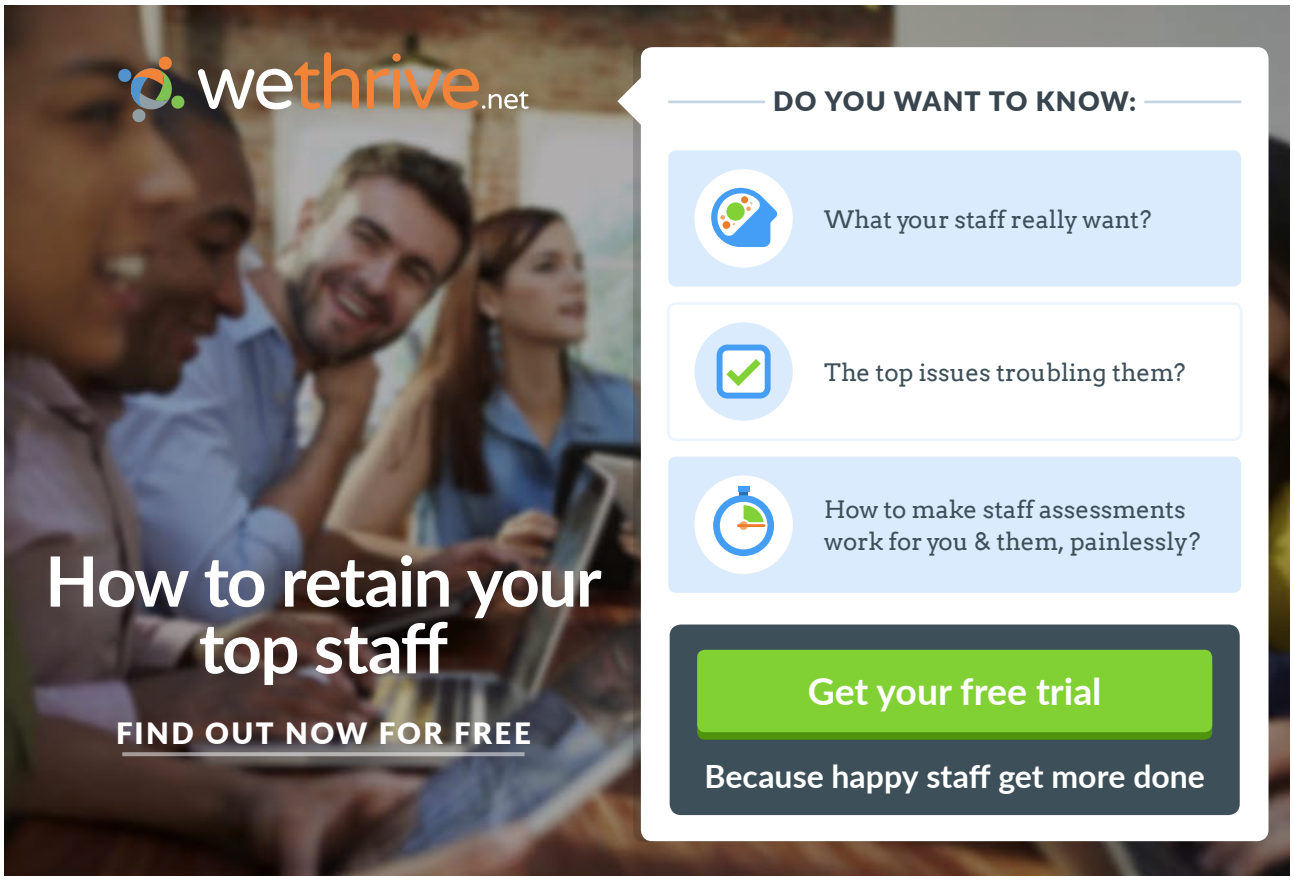
Process of the nominal group technique

- A group of 7–10 members is convened to discuss a particular problem
- After the problem is understood, individuals silently generate ideas in writing
- Each member then offers one idea from his or her list
- Ideas are recorded on a blackboard or flip chart and are not discussed at this stage
- Once all ideas are elicited, the group discuss them
- Anyone may criticize or defend any item
- Clarification is then provided as well as general agreement or disagreement with the idea

This technique is appropriate for situations in which groups may be affected by a dominant person, Conformity, Or Groupthink, Because It Minimizes These Effects.



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6 Conflict in Sport Clubs

6.1 Introduction

Conflict is an unavoidable aspect in any organization. Anyone who has been involved in any type of sport club, amateur or professional will have experienced the conflict that can occur in these clubs. A conflict exists whenever argument becomes antagonistic. When the issues are important and the opposing opinions strong, temperature rise and conflict can ensue. In this chapter we are going to discuss what conflict is, functional and dysfunctional conflict, types of conflict, the conflict process, and managing conflict.

6.2 What is conflict?

For conflict to exist, there are four important aspects that must be present.

1. The parties involved must perceive a conflict to exist
2. A conflict situation must involve two or more parties in opposition
3. One or more of the parties must be involved in preventing one or more of the other parties from achieving its goal by some form of **blocking behavior**.
4. This blocking behavior must result in frustration, anger, and some other form of emotional response.

Definition of conflict:

"conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party"

6.3 Functional and dysfunctional conflict

There are two types of conflict you need to distinguish between, namely functional and dysfunctional conflict. **Functional conflict** is commonly referred to in management circles as constructive or cooperative and those engaging in functional conflict apply a win-win attitude to solve problems. **Dysfunctional conflict** is conflict that prevents groups from achieving their objectives and entails fighting and disruption. The distinction between functional and dysfunctional conflict pivots on whether the club's interests are served. Functional conflict serves the clubs interest and dysfunctional conflict threatens the club's interests. Certain situations produce more conflict than others. By knowing the antecedents of conflict, managers are better able to anticipate it and take steps to resolve it if it becomes dysfunctional.

Situations tending to produce functional or dysfunctional conflict

- Incompatible personalities or value systems
- Overlapping of unclear job boundaries
- Competition for limited resources

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- Interdepartment competition
- Inadequate communication
- Unreasonable or unclear policies and rules
- Unreasonable deadlines
- Unmet expectations
- Unresolved conflict

6.4 Types of conflict

This section probes the nature and organizational implications of two basic types of conflict, namely personality conflict and intergroup conflict.

6.4.1 Personality conflict

A personality conflict can be defined as interpersonal opposition based on personal dislike, disagreement, or different styles. Chronic personality conflict often begins with seemingly insignificant irritations. Traditionally, managers dealt with personality conflicts by either ignoring them or transferring one party.

How to deal with personality conflicts

Employees having a personality conflict

- Communicate directly with the other person to resolve the perceived conflict
- Avoid dragging co-workers into the conflict
- If dysfunctional conflict persists, seek help from direct supervisors or human resource specialists.

Third-party observers of a personality conflict

- Do not take sides in someone else's personality conflict
- Suggest the parties work things out themselves in a constructive and positive way
- If dysfunctional conflict persists, refer the problem to parties' direct supervisors.

Managers whose employees are having a personality conflict

- Investigate and document conflict
- If appropriate, take corrective action
- If necessary, attempt informal dispute resolution
- Refer difficult conflicts to human resource specialists or hired counselors for formal resolution attempts and other interventions.

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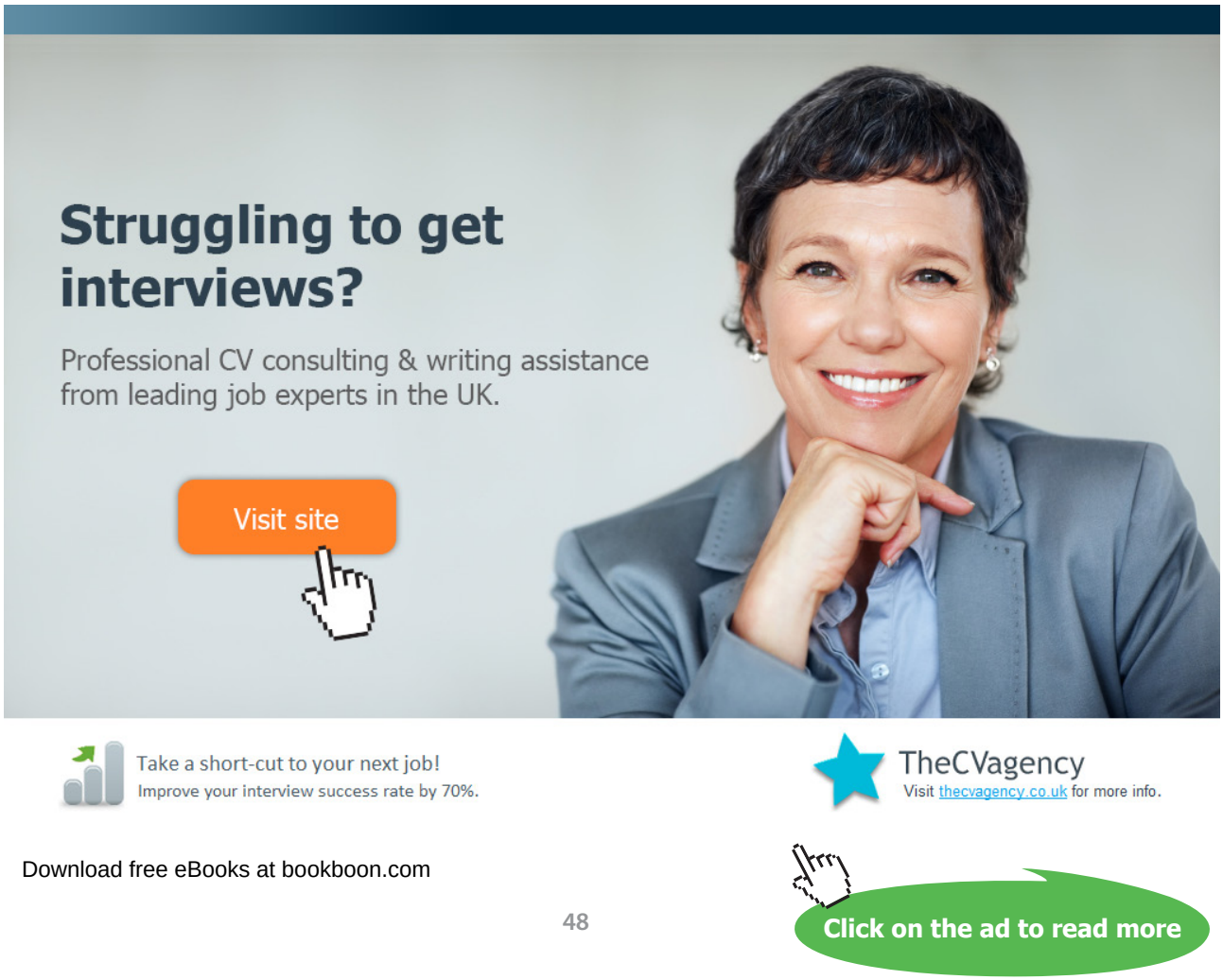
6.4.2 Intergroup conflict

Conflict among work groups, teams and departments is a common threat to a club's competitiveness. Sport managers who understand the mechanics of intergroup conflict are better equipped to face this sort of challenge. Cohesiveness can be a good or bad thing. A certain amount of cohesiveness can turn a group of individuals into a smooth-running team. Too much cohesiveness, however, can breed groupthink because a desire to get along pushes aside critical thinking.

Changes associated with increased group cohesiveness

- Members of in-groups view themselves as a collection of unique individuals, while they stereotype members of other groups as being "all alike"
- In-group members see themselves positively and as morally correct, while they view members of other groups negatively and as immoral
- In-groups view outsiders as a threat
- In-group members exaggerate the differences between their group and other groups.

An example of in-group thinking is sport fans that simply can't imagine how someone would support the opposing team.



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6.5 The conflict process

Often we tend to think of conflict situations as discrete events, the conflict occurs and then is resolved by some means. However, a conflict situation is made up of a series interrelated stages. By being aware of the stages of the conflict process, and consequently the conditions that produce conflict and the events that can trigger a conflict situation, sport managers can be in a better position to manage the incident. Pondy (1967) developed a five-stage model of conflict.

Pondy's Five-Stage Model of Conflict

Stage 1: Latent stage of conflict

- Certain conditions frequently found in a club provide the latent potential for conflict to occur
- These conditions are condensed into three basic types of latent conflict, namely:
  - **Competition for scarce resources**, for example when different departments of the club are vying for a portion of the club's financial resources, there is a latent potential for conflict.
  - **Drive for autonomy**, for example the coach of the u/16 team would like his team to wear white pants for their matches, but he may be constrained by the club's constitution stipulating that the playing pants are black.
  - **Different goals that subunits within a club can have**

Stage 2: Perceived conflict

- One or more of the parties involved becomes aware of the potential for a conflict through some type of stimulus or information received
- Because clubs are often faced with more conflicts that they can handle, only a few are dealt with
- Conflicts that are dealt with are usually those for which routine solutions are available.

Stage 3: Felt conflict

- During this stage emotions such as anger, hostility, and frustration are encountered

Stage 4: Manifest conflict

- During this stage some sort of adversarial behavior are exhibited, ranging from apathy and rigid adherence to rules to violence and physical abuse.

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Stage 5: Conflict aftermath

- During this stage the conflict is either resolved or becomes the basis for the future conflicts, as indicated by the broken line in **figure 6.1**

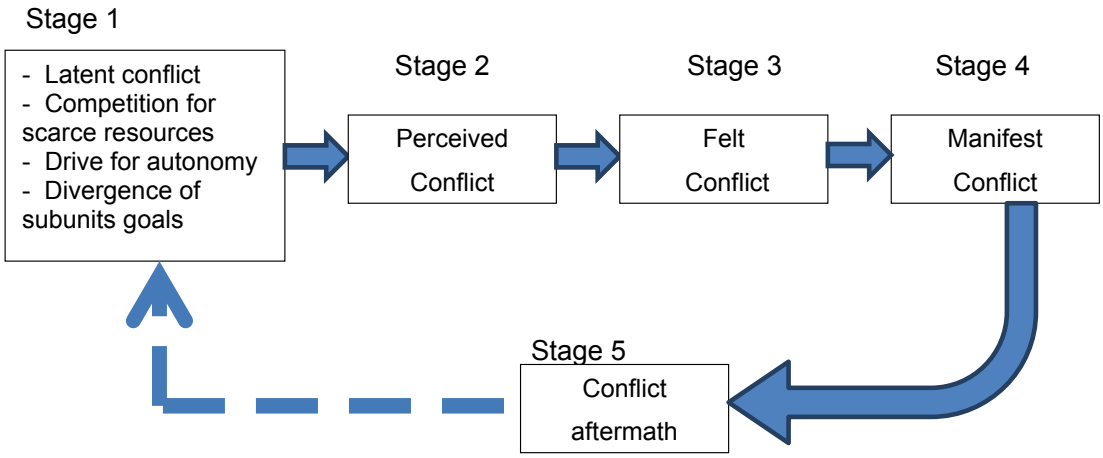

Figure 6.1: Pondy's five-stage model of conflict

6.6 Managing conflict

Conflict management is based on two dimensions, concern for others' needs and concern for your own needs, which result in three types of behavior, namely passive, aggressive, and assertive. Taken together, these five components give us five different *styles of conflict resolution* that will be discussed in this section as well as how to stimulate functional conflict.

6.6.1 Styles of conflict management

The following are conflict styles that sport club managers must be aware of.

1. **Avoiding conflict style**
   - Some employees try to manage conflict by avoiding it
   - They refuse to take a stand, withdraw mentally, or simply leave
   - This approach is neither assertive nor cooperative, and it resolves nothing
   - Both sides lose
   - Passive behavior
   - Avoider managers allow employees to perform poorly without confronting them

Avoidance is appropriate when:

- the conflict is trivial
- your stake in the issue is not high (you have everything to lose and nothing to win)
- confrontation can damage an important relationship
- you don't have time to resolve the conflict
- emotions are high (wait until everyone is cooled down)

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2. **Accommodating conflict styles**
   - People who resolve conflict by passively giving in
   - Accommodators satisfy the other party but neglect their own needs in the process
   - The opposing party wins; the accommodator loses
   - Habitual accommodation maintains relationships by doing things the other person's way
   - As with avoiders, people also take advantage of accommodators

Accommodation is appropriate when:

- You enjoy doing things for others (it's part of friendship)
- Maintaining the relationship outweighs all other considerations
- The changes agreed to are not important to you but are to the other party
- Time is limited
- You have an autocratic boss who resolves conflict by force

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3. **Forcing**
   - People who use aggression to get their way resolve conflict by force
   - Forcers are uncooperative and aggressive
   - They do whatever it takes to satisfy their needs at the expense of others
   - Forcers threaten, intimidate and call for majority rule when they know they will win
   - They enjoy dealing with avoiders and accommodators because they are easy wins
   - Forcers win; everyone else loses
   - Forcers make enemies

   Force is appropriate in conflict resolution when:
   - Unpopular action must be taken on important issues
   - Maintaining relationships is not critical
   - The conflict resolution is urgent
   - You are dealing with an insubordinate employee

4. **Negotiating**
   - People who resolve conflict through assertive give-and-take sessions
   - Also called compromise
   - Negotiations are both assertive and cooperative
   - Everyone wins some and loses some
   - Negotiators resolve conflict quickly
   - Working relationships are maintained

   Negotiation is appropriate to use when:
   - The issues are complex and critical and there is no simple, clear-cut solution
   - Parties have about equal power and are interested in different solutions
   - A solution will be only temporary
   - Time is short

5. **Collaborating**
   - People who jointly and assertively try to get the best solution that all parties can buy in to
   - Collaborators are problem solvers
   - They are both assertive and cooperative
   - Collaborators are willing to change positions if a better solution is presented
   - Collaboration is based on open and honest communication
   - All parties win

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Collaboration is appropriate when:

- An important issue requires an optimal solution and compromises would result in a suboptimal solution
- People place the group goal before self-interest
- Maintaining relationships is important
- Time is available
- Conflict is among peers

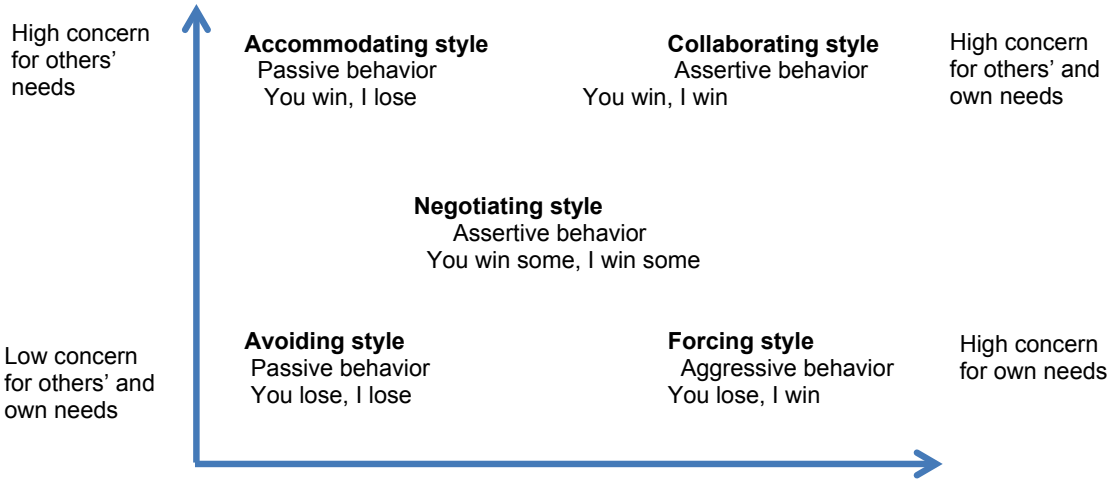

Figure 6.2: Styles of conflict management

6.6.2 Stimulating functional conflict

Sometimes committees and decision-making groups become so bogged down in details and procedures that nothing substantive is accomplished. Carefully monitored functional conflict can help get the creative juices flowing once again. Managers can resort to **programmed conflict** which is defined as "*conflict that raises different opinions regardless of the personal feelings of the managers*".

Programmed conflict techniques

Two programmed conflict techniques of stimulating functional conflict are *devil's advocacy* and the *dialectic method.*

1. **Devil's advocacy**
   - Involves assigning someone the role of critic
   - This approach is intended to generate critical thinking and reality testing
   - Rotate the job of devil's advocate among the group
   - Is good training for developing analytical and communicating skills and emotional intelligence

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2. **The dialectic method**
   - Is a time-honored practice
   - This method calls for managers to foster a structured debate of opposing viewpoints prior to making a decision
   - Requires more skill training than devil's advocacy

Managers have some latitude in using either devil's advocacy or the dialectic method for pumping creative life back into stalled deliberations. The important thing is to actively stimulate functional conflict when necessary.

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7 Administration of Coaches

7.1 Introduction

The days of taking just anybody and letting them coach the youth is rapidly disappearing. Sport club managers can no longer place the health and well-being of youth in the hands of well-intentioned volunteers who are not competent in coaching the children. The purpose of this chapter is to help you effectively manage your coaches in your club by discussing the *recruitment of coaches*, *selection of coaches*, *supervision and evaluation of coaches*.

7.2 Recruitment of coaches

The most important element of a successful sport program is quality coaching, many other elements are necessary and important, but the coach makes or break the program. Recruiting coaches is a challenge for many sport clubs, and the challenge is getting these coaches to commit to your club. You need a recruitment plan that identifies the *number of coaches* you will need for each sport in your club, the *activities* you will initiate to recruit coaches, the *time of year* that you would initiate each recruiting activity, and the *cost* associated with each. In this section you will learn how to develop such a recruitment plan.

Recruitment plan

The following steps can be followed to compile a recruitment plan:

Step 1: Needs assessment
Step 2: Compile a job design and description
Step 3: Advertise
Step 4: Compile recruiting plans

Each step will be discussed in the following section.

7.2.1 Needs assessment

You need to determine how many coaches you need for the up-coming season for each sport program at your club. To do that you can compile your own coaching needs assessment form, see form 7.1.

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Form 7.1 Coaching needs assessment form

Sport: Hockey

	u/14	u/16	2nd	1st	TOTAL
Season dates	April–June	April–July	April–July	March–Sept	
Number of coaches last season	1	2	1	2	6
Number of coaches expected to return	-	1	1	1	3
Number of coaches needed for next season	**1**	**1**	**-**	**1**	**3**

Sport: Rugby

	u/14	u/16	2nd	1st	TOTAL
Season dates	April–June	April–June	April–July	March–Sept	
Number of coaches last season	2	3	2	4	11
Number of coaches expected to return	1	1	1	2	5
Number of coaches needed for next season	**1**	**2**	**1**	**3**	**6**

Sport: Soccer

	u/14	u/16	2nd	1st	TOTAL
Season dates	April–June	April–July	April–July	March–Sept	
Number of coaches last season	1	2	2	3	8
Number of coaches expected to return	-	1	1	1	3
Number of coaches needed for next season	**1**	**1**	**1**	**2**	**5**

If you administer more than one sport at the club you you'll want to summarize your coaching needs for all sports, see form 7.2.

Form 7.2 Coaching needs assessment summary

	u/14	u/16	2nd	1st	TOTAL
	Coaches needed	Coaches needed	Coaches needed	Coaches needed	Coaches needed
Hockey	1	1	-	1	3
Rugby	1	2	1	3	6
Soccer	1	1	1	2	5
TOTAL					**14**

After assessing the coaching needs for the club, you need to prepare a job description for each coaching position in the club, such as head coach, assistant coach, backline coach etc.

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7.2.2 Job design and job description

Before you compile a job description you need to look at job design. The foundation of job design is *skill variety, task identity, task significance, autonomy*, and *job feedback.* When a job is well designed, the employee is motivated based on feelings of meaningfulness, responsibility, and knowledge of the results of his efforts.

Skill variety

Skill variety refers to "the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person". Variety may relate to the number of tools and controls an employee uses or to the change in work pace, physical location, or physical operation. A good example is a club manager who oversees both the sport and business sides of a club.

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Task identity

Task identity refers to "the degree to which a job requires completion of a whole and identifiable piece of work; that is doing a job from beginning to end with a visible outcome". An example of high task identity is a sport scientist in your sport club who evaluates the fitness level of a client, prescribes a gym program for the client, and leads and supervises the exercise session. A sport club manager who oversees participants registration, schedules the facility and games, administer the coaches, and organize the year-end function also has high task identity.

Task significance

Task significance refers to "the degree to which a piece of work is essential to the club achieving its mission and goals". Every job should be designed so that the person in that job plays a part in achieving the mission and goals of the club, for example a club cannot achieve excellence unless the facility manager ensures the upkeep of the facility.

Task autonomy

Task autonomy refers to "the degree of freedom and independence employees feel in relation to their work and the control they have over how and when they do the work". For example the coach of a hockey team has considerable autonomy in recruitment of players, methods of training, and competitive strategies. In contrast the club's secretary has less autonomy, because the tasks she needs to do, how she carries out those tasks, and when she does the tasks are specified for her.

Task feedback

Task feedback is "the degree to which carrying out the work activities provides the individual with direct and clear information about the effectiveness of his or her performance". Club managers need to *communicate* performance standards to employees, *supervise* them to be sure they understand the standards, and *evaluate* them to let them know whether they have met the standards.

Example of a job design for a Director of Coaching

- Hire qualified coaches
- Assist with training and developing training sessions for coaches
- Facilitate coaching education opportunities
- Promote player development
- Attend games and tournaments to evaluate coaches
- Conduct game analysis with coaches
- Organize player clinics and camps
- Communicate with parents
- Serve as the liaison with the club's board of directors

After compiling job design you need to compile the job description.

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Elements of a coaching job description

A job description includes the following elements:

1. **Title**
   - The title of a position should communicate the level and function of the position
   - Example head coach, assistant coach

2. **Position description**
   - Provide a brief description of the position without getting into the position's specific duties
   - Include the following:
     - League within which the person will coach
     - Age, sex, and skill level of players
     - Number of players to be coached

3. **Activities and responsibilities**
   - Describe all activities the coach is expected to perform
   - Example:
     - Finding a sponsor
     - Purchasing equipment
     - Meeting with parents
     - Conducting practices
     - Scheduling and supervising contests
     - Transporting athletes
     - Recordkeeping
     - Attending meetings

4. **Work schedule**
   - The work schedule communicates the expected working hours
   - Most sport clubs entail evening and weekend hours, and should be documented like that

5. **Qualifications**
   - Describe the required experiences, and the level of education required for the position
   - Qualifications are related to the specific responsibilities that the coach will have to perform

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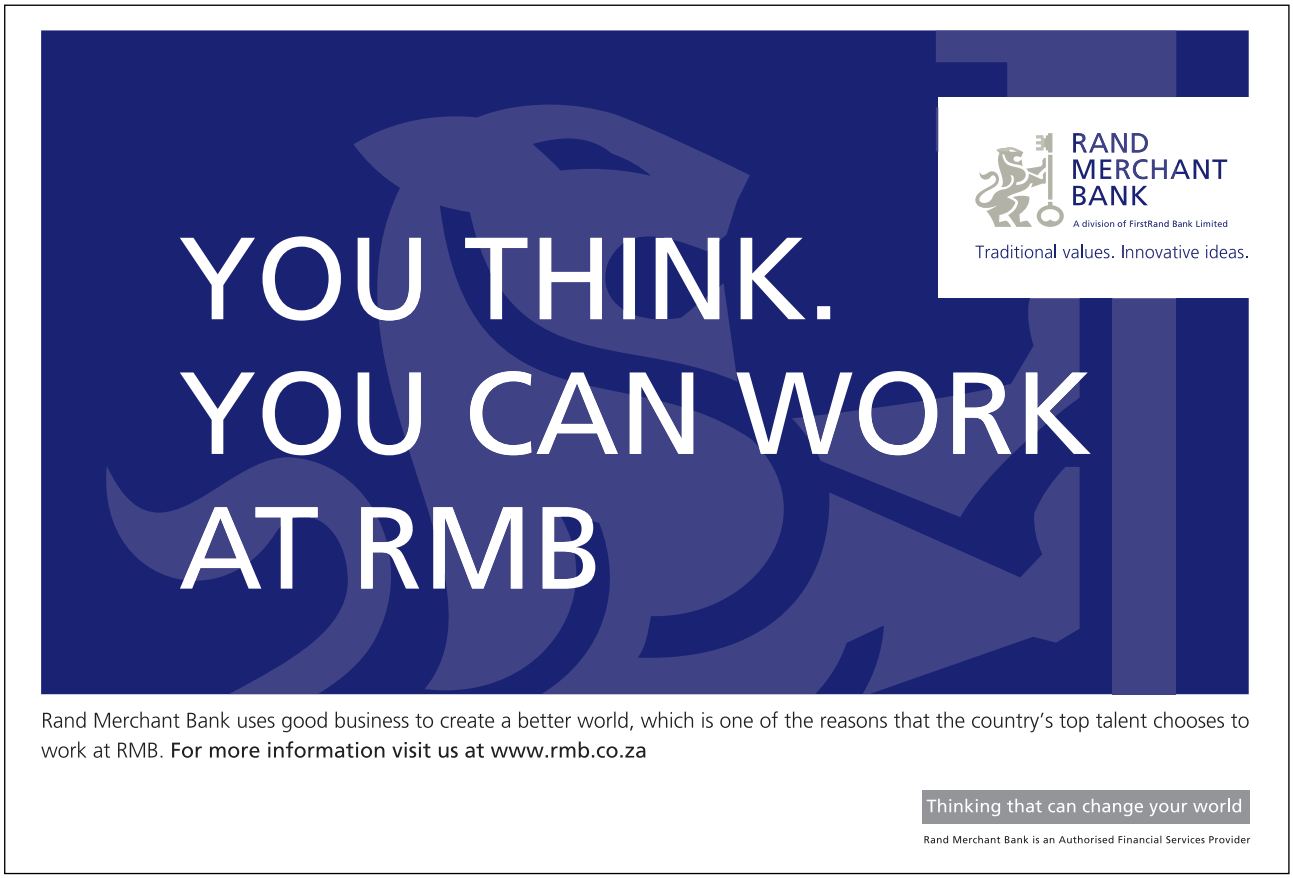
6. **Benefits**
   - Describe the tangible and intangible benefits to be obtained from serving as a coach
   - Example:
     - Compensation
     - Recognition associated with the position
     - Transport
     - Medical

7. **Supervisor**
   - The job description should communicate to whom the coach will report and who will ultimately direct and evaluate the coach.
   - List the name and telephone number of the supervisor

7.2.3 Advertise

Now you know how many coaches you will need, what their duties will be, and the type of person you want to recruit. Next you need to let your community know of your needs by publicizing the availability of these positions. When advertising you need to focus on the following:



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The message

The message should include the following:

- A clear statement of your need for coaches of certain sports at specified times of the year
- The duties and time demands of the position
- The qualifications and expectations of the position
- The benefits
- Information about your club

Audience

Possible target audiences:

- Parents of participants
- Students
- Teachers
- Local fitness clubs
- Adults who participate in local sports

Medium

The medium is the means of delivering your message to your audience. Possible mediums:

- Local newspapers
- Newsletters
- Web site
- Printed brochures
- Posters
- Radio
- Personal presentations

7.2.4 Recruiting plans

You are now ready to develop specific recruiting plans and can use the following ideas:

- Contact individuals in any of your target audiences personally
- Ask current coaches at your club if they know of someone who would like to coach at the club
- Contact the University to recruit students from the sport science department
- Contact teachers at the local schools
- Speak to the parents of the participants and invite them to coach.

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7.3 Selecting coaches

It is your responsibility as manager to make sure that you select the most qualified coaches from numerous candidates for your club. To have a quality program you must be selective and be sure that those you choose meet the minimum qualifications. The selection of coaches entails a screening process that is discussed in the next section.

Screening process

The screening process includes the following:

1. **Review the applicants' application forms**
   - The coaching committee reviews all applications
   - Screen out those who do not meet the minimum qualifications

2. **Briefly interview those candidates who meet the minimum qualifications**
   - The coaching committee can meet as a group to interview each candidate
   - Interview needs to be extensive, usually 15 minutes is sufficient to evaluate the candidate
   - Ask questions that will give you insight into the person's
     - Motives for coaching
     - Knowledge of the sport
     - Knowledge of how to work with young people
     - Character and emotional stability
3. **Reference check**
   - Call at least two references for all candidates you select for further consideration
   - Ask specific questions about aspects of the person's qualifications you are concerned about
4. **Short list**
   - After conducting the interview and calling the references, compile a short list with all the possible candidates your club has selected.
   - Call those candidates on the short list for a final interview
5. **Final selection**
   - The coaching committee convenes to make the final selection decisions
   - Those selected to be coaches should be contacted to be notified of their appointments
   - Write a courteous letter to those candidates who did not make the selection notifying them they did not qualify.

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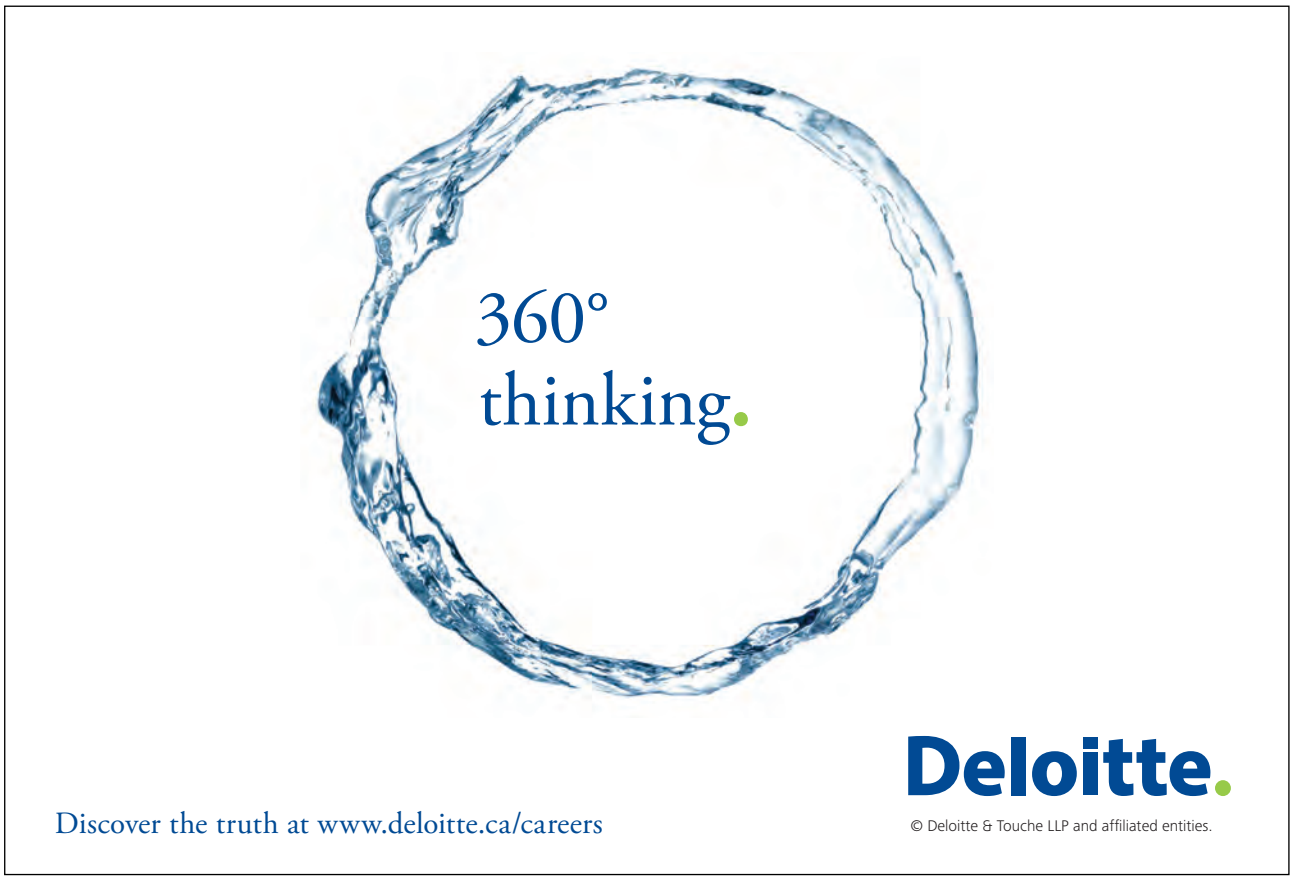
7.4 Supervision and evaluation of coaches

Managers understand well the importance of evaluating team and player performances, but they also must understand the importance of evaluating club coaches. The performance evaluation can enable the supervisor to recognize the coach's accomplishments and offer suggestions for improvement. If you have quite a lot of coaches in your club, you can hardly supervise and evaluate them all by yourself. You need to have enough qualified individuals to help you supervise and evaluate. In this section, guidelines and steps to help develop a supervision plan, evaluation process, and reward systems will be discussed.

7.4.1 Guidelines when developing a supervision and evaluating plan

Guidelines to keep in mind when developing your plan are as follows:

- Supervise and evaluate all coaches, not just some of them
- Supervise as much as possible in the given time
- Supervise and evaluate during training sessions and contests
- Supervise and evaluate throughout the season
- Evaluate coaches unannounced
- When evaluating them, look at weaknesses and strengths
- Provide feedback to coaches as soon after the evaluation as possible



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7.4.2 Developing a supervision plan

Steps to follow in developing your plan for supervising and evaluating coaches are as follows:

Step 1: Compile information regarding the scope of your club

- Gather information regarding
  - Number of teams
  - Number of coaches
  - Dates of practices and contests
  - Locations where practices and contests are held

Step 2: Identify who will supervise and evaluate

- Write down the names of the people who will assist you in supervising and evaluating the coaches

Step 3: Duties of the supervisors

- What are they to observe?
- What are they to record?
- What actions are they authorized to take when certain events occur?

Step 4: Time of supervision and evaluation

- Set a time how long the coach will be supervised and evaluated
- Determine how frequently the coaches will be supervised and evaluated

Step 5: Assignment of supervisors

- Describe in detail how the supervisors will be assigned to sites, contests, and teams to conduct the supervision and evaluation

Step 6: Feedback

- Describe the feedback you will give coaches when they have been evaluated
- What form will this feedback take?
- When will it be given?

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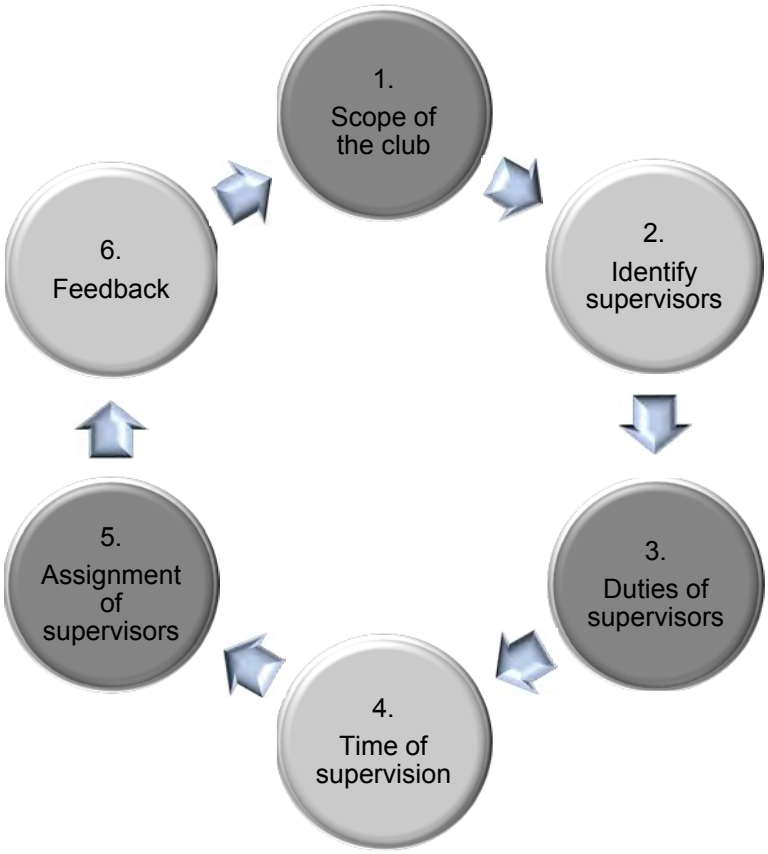

Figure 7.1: Schematic representation of supervision and evaluation plan

7.4.3 Evaluation process

The evaluation process involves the supervisor completing an evaluation instrument on the coach, and the coach conducting a self-evaluation using the same instrument. The supervisor and coach then meet to discuss the evaluations form and compare and discuss their responses on the form. The criteria for evaluation can include a number of topics and questions and can be directly related to the coach's responsibilities. See form 7.3 for an example of an evaluation form for coaches.

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Name: _____

Coaching position: _____

Scale: 5 = Exceptional 4 = Exceeds expectations 3 = Meets expectations
2 = Does not meet expectations 1 = Needs improvement

Criteria	Score	Comments
Time: The coach's training session started and ended on time		
Knowledge of the sport: the coach possesses and uses skills required to execute coaching at a high standard		
Quality of work: completes high quality work in areas specified in the job description		
Communication: organizes thoughts and expresses them in an appropriate manner		
Ethics: maintains a high level of ethical standards and promotes the club's code of ethics		
Initiative: seeks ways to improve training sessions with exciting new exercises		
Drills: How are the drills organized		

Form 7.3: Evaluation form for coaches

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7.4.4 Reward systems

It is important for a club to develop a structured rewards system for its coaches. This system should offer both intrinsic and extrinsic rewards that meet the psychological, life, and financial needs of the coaches.

Intrinsic rewards

- They are tied to the job design
- Example: an assistant coach promoted to head coach of the team
- New position has more responsibility and is more challenging

Extrinsic rewards

- Can come in financial and nonfinancial forms
- Financial include direct compensation, merit pay, and bonuses that are stipulated in a contract
- Nonfinancial include social awards, office location, parking sport, car allowance etc.

Ideas for recognizing coaches in the club

- Cover the coaches' cost of a coaching workshop he wants to attend
- Give them awards such as emblems, hats, jackets etc.
- Recognize all coaches who complete certain levels of coaching with awards
- Publicize the coaches' names in appropriate sources, such as local newspaper, notice board at the club
- Recognize assistant coaches who coach well by promoting them to head coaches
- Recognize head coaches who coach well by asking them to become members of the coaching committee

Take the time to organize a good rewards system and you'll find that you have many more coaches returning next season.

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8 Administration of Parents

8.1 Introduction

In addition to meeting the needs of their athletes, coaches must meet the expectations of the clubs they represent. They must also engage with and answer to parents, who come with their own expectations and desire to be involved. Some parents want to be highly involved, others wish to be minimally involved, and a number can become overly involved. Given the central role of parents in a sport club, coaches and sport managers must be prepared to deal with parents on a regular basis and to respond to their needs. In this chapter we will discuss the *development of a shared understanding with parents*, *parent responsibilities*, *responsibilities of the club towards the parents*, and *parent problems*.

8.2 Developing a shared understanding with parents

A shared understanding is:

"a multidimensional process that begins with self-reflection and ends with commitment to building relationships with parents that extend beyond the coaching context"

A club can develop a shared understanding with parents by means of the following ways:

- Being transparent about the club's philosophy
- Engaging in appropriate and ongoing communication
- Providing social opportunities

8.2.1 Transparency about a club's philosophy

The following aspects regarding a club's philosophy is important to know:

- The club's philosophy statement should articulate what the club values and believes
- It should be openly discussed with the parents
- It helps parents fully understand what they can expect from the club

8.2.2 Engaging in appropriate and ongoing communication

Appropriate and ongoing communication can be achieved to the extent that parents are kept fully informed about all aspects of their children's experiences. The following strategies can be followed for appropriate and ongoing communication:

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1. **Welcome letter**
   - Purpose of a welcome letter is to introduce the coach, welcome parents to the new season, and invite them to an information session
   - This letter should can be send by e-mail or the children can give it to the parents
   - This letter should include:
     - a brief introduction,
     - contact information,
     - details about the information session

2. **Information package**
   - This package should include:
     - Club leaders' and coach's contact information
     - Policies
     - Rules
     - Expectations of the athletes
     - Expectations of the parents
     - Practice and game schedules
   - The intent with this package is to provide a complete set of guidelines so that both parents and athletes know what to expect.

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3. **Parents' forum**
   - A parents' forum is an organization run by parents that helps the club by shouldering some of the administrative responsibilities of the team
   - Parents involved in the forum must be self-directed
   - They schedule their own meetings

4. **Regular parent information meetings**
   - Parent information meetings can be scheduled two or three times during the season
   - These meetings provide an opportunity to revisit the team goals and to answer any questions.
   - These meetings can prevent a barrage of individual meetings

5. **End-of-season meeting**
   - During this meeting the club can find out what the parents liked or didn't like about the season
   - Parents are also asked to provide suggestions for improvement
   - An anonymous parent questionnaire can be distributed at this meeting to get important feedback.

8.2.3 Providing social opportunities

Clubs should encourage coaches to build relationships with parents outside of the coaching context. During practices and games coaches have very little time to socialize informally with parents and therefore miss important opportunities to get to know them and understand the athletes within the context of their families. Additional opportunities for social interactions must therefore be planned and can be in the form of a braai at the clubhouse, go bowling etc.

8.3 Parent and sport club managers' responsibilities

Parents of the participants and sport club managers have certain responsibilities in a sport club. These responsibilities will be discussed in this next section.

8.3.1 Parent responsibilities to the child

Parents should:

- find out what their children want from their sport and from them in respect to their sport participation
- provide a supportive atmosphere conducive to their children's participation
- determine when their children are ready to begin playing sports
- ensure that the conditions for playing are safe
- protect their children form abusive coaches
- help their children develop realistic expectations of their capabilities in sports
- help their children interpret the experiences associated with competitive sports

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8.3.2 Parent responsibilities to the club

Parents should:

- cooperate with the team's coaches
- inform the coaches of their child's physical and mental condition whenever this condition may place the child at risk
- make sure that their children behave during practices
- provide the equipment the child needs to play the sport safely
- behave appropriately as spectators
- feel obliged to help conduct the sport in which their child participates

8.3.3 Sport club managers' responsibilities to parents

Sport club managers should:

- provide excellent leadership
- ensure a safe environment for participants and spectators
- educate parents about their responsibilities to their children and to the club
- communicate with parents about the specifics of the programs in the club

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8.4 Parent problems

Just as some coaches as problem coaches, some parents are likely to be problem parents. In some clubs parents have become such detriments that sport club managers have banned them from competitions. Banning parents from observing their children's games is a desperate last-resort solution and a sign that adults have lost perspective about the purpose of the child's sports. The problems with parents should be classified as minor and major when considering to address them.

Minor parent problems

- parents getting in verbal arguments with coaches, officials, and other parents
- parents coaching their children or other children from the sideline during a contest
- parents yelling criticism to players or coaches of either team from the spectators area

How to handle minor parental problems

- after the first incident or two the coach should meet the parent to explain that his behavior is not acceptable and describe clearly what behavior is expected
- after the next incident, the coach should request that the club manager speak with the parent about the problem, conveying the same information as the coach did
- if there is another incident the coach and manager should advise the parent that this is the last warning, and should submit a brief written report to the office
- if the parent further misbehaves it will be recommended that the parent be banned from practices and games for the rest of the season.

Major parent problems

- parents being repeatedly verbally abusive and disrupting the contest
- any type of physical abuse
- being out of control because of drinking alcohol or using other drugs
- cheating on eligibility rules or by using illegal equipment

Handling major problem parents

- all major problems should be reported to the club's office in writing by the coach
- if the parent's behavior directly violates the clubs rules, the penalties as specified by your policies should be immediately enforced
- if the problem is physical abuse, the severity of the behavior will determine your course of action, varying from calling the police to barring the parent from attending practices and games to meeting with the parent to discuss the problem

Parents are vital to the success of the programs at your club and as sport club manager you must have a plan for involving them constructively in your club.

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9 Administration of Finances

9.1 Introduction

Finances are the nuts and bolts of running a sport club. You need money to run a sport club and therefore you need to budget for your expenses, live within your means, and keep records to account for it all. The purpose of this chapter is to teach you to administer your club's finance as easy as possible. Aspects that will be discussed in this chapter are *sources of funds*, *budgeting*, and *accounting.*

9.2 Sources of funds

For clubs to obtain more money for the club, they need to identify certain sources of funds. The two funding sources often underutilized are special-event fundraising and commercial sponsorships.

9.2.1 Special-event fundraising

Special-event fundraising is distinguished from other sources of funds in that you provide people with a product or service for which they are willing to pay. Numerous ways can be used to raise funds through special events that are both fun and profitable.

Examples of special-event fundraisers

- food sales
- service sales – car washes, cleanup work,
- auctions
- raffles and lotteries
- social events – parties and dances
- celebrity sports contests – golf day

Requirements for conducting a successful fundraising event

- your club must have a good image in the community
- plan an event that appeals to large numbers of people
- organize the event effectively
- promote the event well
- select the appropriate time for the event (not when other events take place)
- avoid events where you have expenses upfront that risk a potential loss
- have the support and help of the members of the club to conduct the event

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9.2.2 Commercial sponsorships

Sponsorships are business agreements. A business is willing to pay you for the opportunity to communicate a message by being associated with your club. Fundamentally, you are selling a way for the company to communicate a message with an audience that you reach.

Benefits for a company to sponsor your team

- enhanced corporate awareness through association with your club or event
- building or reinforcing a corporate image
- opportunity to develop new markets by exposure of a product
- opportunity to promote sales of a product
- a means to build and enhance community relations
- opportunity to compete favorably with competitors in the community

Sponsorship is an attractive means to communicate with potential customers. Your club's programs are seen as contributing to society, and by sponsoring these programs a company may also be seen as contributing to society.

Developing a sponsorship plan to obtain a sponsorship

There are five steps in the process to obtain a sponsor.

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STEP 1: Identify the specific events or components of your program to be sponsored. Example, sponsor:

- a team – DHL Stormers
- a player – Tiger Woods sponsored by Nike
- a tournament – Vodacom Cup
- a facility – Coca-Cola Park
- playing kit
- food and drinks during the event

STEP 2: Identify potential sponsors

- create a list of potential sponsors
- consider companies whose products or services are compatible with your program's philosophy and goals
- see whether any parents in your club are executives in companies that may be interested in sponsoring
- identify those companies that have sponsored other sport events in the community
- identify those companies that will directly benefit from your event

STEP 3: Prepare the sponsorship proposal

- prepare a generic proposal that you can easily modify for a specific business
- keep the proposal short, about 2–3 pages

Components of a good proposal

The following components should be present in a proposal:

- event to be sponsored
  - give a brief description of the sport or event to be sponsored
  - provide the date of the event and explain who is involved and where it will take place
  - indicate how many participants will participate as well as how many spectators are expected
- your organization
  - describe your organization in terms that make association with it appealing
- sponsorship request
  - explain the specific component of the event / club that you are offering the company to sponsor
  - example, the food and drinks during a league match
  - outline the amount of many you need from the sponsorship as well as what the money will be used for
- sponsorship benefits
  - state how the company will be recognized, how many people will be exposed to the message, and who those people are

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STEP 4: Contact potential sponsors

- identify who in the company is responsible for deciding about sponsorships and how the person would like to be approached
- contact the sponsor and briefly explain the purpose of your call and request an appointment
- send the proposal in the meantime to the sponsor to allow him enough time to review it before the meeting
- meet with the sponsor to review the proposal

STEP 5: Draw up a letter of agreement

- Once you have a sponsor, draw up a letter of agreement to specify the terms of your business relationship
- Include the following elements in this letter:
  - Date of the agreement
  - Names and addresses of your club and the sponsor
  - The event or activity to be sponsored
  - The time period for the sponsor
  - The specific rights the sponsor has
  - What the sponsor agrees to do and when
  - What happens if the event is cancelled
  - Any other termination clauses

9.3 Budgeting

Budgeting financial resources is a process that a club's leaders ask club managers to accomplish. Budgeting is an administrative activity required in any size of club, whether an emerging or competitive sport club. The bigger the club, the more complex budgeting will become. Whatever the case, budgeting is an effective method of control and evaluation.

Definition: Budgeting

"a management plan estimating anticipated income and expenses for a period of time"

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Sample budget for a sport club

REVENUE	
ITEM	**COST**
Members registration fee ➢ 300 members @ R2000 per year	 R600 000
Coaching clinic registration fee ➢ 100 players @ R800 per player	 R 80 000
Sponsorship	R300 000
Facility rental to outside groups per year	R110 000
Fund raising	R 50 000
Total revenue	**R1 140 000**
EXPENDITURES	
Salaries ➢ 8 x coaches @ R6000 per month x 8 months ➢ 2 x Office staff @ R8000 per month x 12 months ➢ 2 x Cleaners @ R3500 per month x 12 months ➢ 1 x Manager @ R15000 per month x 12 months	 R384 000 R192 000 R 84 000 R180 000
Facility ➢ Maintenance per year ➢ Equipment replacement	 R 10 000 R 5 000
Competition costs ➢ League costs ➢ Affiliation fee ➢ Uniforms ➢ Travel expenses ➢ Coaching clinics	 R 6 000 R 20 000 R 30 000 R 70 000 R 12 000
Office expenses ➢ Office supplies ➢ Advertising	 R 18 000 R 9 000
Utilities ➢ Water and electricity ➢ Telephone ➢ Internet	 R 45 000 R 12 000 R 6 000
Contracted services ➢ Accountant ➢ Trash removal ➢ Lawn care service	 R 12 000 R 5 000 R 4 000
Awards ➢ End year function ➢ Trophies	 R 25 000 R 8 000
Total expenditures	**R1 137 000**

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9.3.1 Goals to accomplish when constructing a budget

When formulating and executing a sport club's budget the sport club manager should seek to accomplish five basic goals, namely:

- Understand the budget structure
  - You need to have a firm understanding of what funds are going in and out of the club
- Explain the budget to all stakeholders
  - There should be no secrets and all information should be freely shared with administrators, coaches and members of the club on a regular basis
- Modify the budget when necessary to meet new challenges
  - The budget should be flexible enough to meet new needs and demands as they arise without compromising the integrity of the process
- Sell the budget to all parties
- Document all phases of the budget process
  - Accurate documentation is a matter of absolute trust that must be garnered through exhaustive measures to ensure a complete paper trail at all times.

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9.3.2 Advantages of budgeting

Among other common advantages budgeting

- Compels sport club managers to plan the future operation of the club in concrete and specific terms;
- Fosters cooperation, coordination, and communication among key persons responsible for the results of the club;
- Provides a framework to evaluate performance;
- Creates cost-consciousness;
- Orients the activities of a sport club toward common goals and objectives
- Prevent over budgeting;
- It helps the contributors to see where revenues are coming from and what expenditures are for

9.3.3 Elements of a budget

Sport club managers needs to develop an operational budget that details various expenses expected in operating a club. Basic elements within such a budget include the following:

1. **Fixed costs**
   - A cost that will not fluctuate over the course of a budgetary cycle
   - Example
     - Rent or mortgage on a property
     - Insurance premiums
     - Salaries
     - Contracted services like lawn care service, trash removal

2. **Variable costs**
   - A cost that will fluctuate based on usage over the course of a budgetary cycle
   - Example
     - Utilities such as water and electricity
     - Equipment and uniform
     - Office supplies
     - Travel expenses
     - Maintenance
     - Tournaments
     - Affiliation fees

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3. **Capital expenditures**
   - Major one-time purchases that are outside the normal operating expenses
   - Example
     - A scrum machine
     - Electronic score board
     - Flood lights

9.3.4 Types of budgets

Budgets are typically classified as zero based, fixed, programed, performance and capital budgets.

1. ***Zero-based budgets***
   - A zero-based budget is an administrative method that requires the sport club manager and coaching staff to annually negotiate all funding based on documented need.
   - The negotiation starts at zero and is expanded depending on current need in each area of the club.
   - Past history is usually not taken into consideration
   - It requires sport club managers to evaluate each sub function of the club and rank it according to how important it is

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- Areas that become part of such negotiation might include the following:
  - The number of coaching staff for the upcoming season
  - All inventory levels and projected needs for the sport
  - Travel to all competitions
  - Cost of officials for all home events
  - Repair, maintenance, cleaning, and replacement of all items in inventory
  - Repair and maintenance of facilities
- **Purpose** of this budget is to control over budgeting and waste

2. ***Fixed budgets***
   - Fixed budgeting is an appropriate process for sport clubs in financially stable environments
   - This method requires sport club managers to project both expenditures and income on a month-by-month basis to determine total costs and revenues for the year
   - This type of budgeting is most appropriate for large, well established clubs during periods of relatively economic certainty
   - School sport clubs rarely use fixed budgeting because most of these clubs are not income oriented.

3. ***Program budgets***
   - The program budget separates a club by unique units
   - Each sport in the club would develop a separate budget with a description of the sport's goals and those features of its program that are deemed to be the most important
   - The sport club manager then compare the various budget requests and make decisions based on their needs
     - Example, in a school setup, the manager or coach of each sport presented in the school should compile a budget with a description of their goals and most important needs. They hand it in to the school's sport manager who would make decisions accordingly.

4. ***Performance budgets***
   - The performance budget breaks the functions of a sport club into discrete activities and appropriates the funds necessary to accomplish these activities
   - The purpose of this budget is to explain what services and activities are being provided by the club
   - Each activity is defined by the amount of time that is involved to perform the activity and a cost is then attributed to each activity

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- Example, activities with their expenses in a sport club can be
  - League matches
    - Travel expenses
    - Uniform
    - administration
  - Tours and Tournaments
    - Uniform
    - Travel expenses
    - Tournament levies
    - Equipment
  - Coaching
    - Salaries of coaches
    - Administration

5. ***Capital budgets***
   - A capital budget describes expenses that include long-range budget items
   - It usually covers a number of years – as many as 10 years
   - It includes major purchases, such as new buildings and equipment (electronic score boards)
   - Capital budgets require a narrative explanation or justification for each expense

9.3.5 The budget process

Before you begin with the budget process you need to do some budget preparation beforehand. To **prepare** a financial budget, sport club managers should:

- Collect past budgets, up to 5 years, to prepare for analysis of expected costs;
- Collect the statements from the past year for all expenditures and analyze areas of expected increase;
- Inform all staff of required date for budgetary needs for their specialty areas, i.e. maintenance, facilities etc. for the next budget year;
- Divide the club's budget into operating and capital activities;
- Prioritize budget requests according to necessity;
- Prepare your budget carefully with all justifications included

It is important to follow a systematic process when it comes to reviewing a budget. The following 9 steps are a comprehensive approach to the budget process.

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The budget process

STEP 1: Examine the club's mission, goals, and objectives
STEP 2: Include all key players in the budget process
STEP 3: Review the information and data gathered (during the preparation process)
STEP 4: Prepare the budget using the predetermined budget type established by the blub
STEP 5: Examine the budget for accuracy, feasibility and reality
STEP 6: Submit the budget to a few key people for additional critical analyses
STEP 7: Prepare and execute a final and formal budget presentation to the club's board for approval
STEP 8: Implement the approved budget
STEP 9: Audit and evaluate the budget implementation

9.4 Accounting

Definition of accounting:
"the collection of financial data about an organization"

The **process of accounting** includes the gathering, recording, classifying, summarizing, and interpreting data. Accounting is done on a daily, weekly, monthly, quarterly, and annual basis. Accounting examines a club's *profit or loss*, determines *how it occurred*, and determines *assets and liabilities*.

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9.4.1 Financial statements

At the most basic level, accounting deals with debits and credits. **Debits** are the revenues generated. People owing your club money are called **debtors**, for example an organization who rents your facility for an event. C**redits** are the expenses that have been budgeted for and must be paid. People your club owes money to are called **creditors**, for example the municipality you owe water and electricity to.

The financial statements discussed in this section are the balance sheet and the income statement. These statements provide an overview of the club's financial condition in the short and long term.

Income statement

The purpose of the income statement is to analyze the success of the club. The profit or loss of the club is found in the income statement.

Definition of an income statement:
"A statement showing the money a club made and spent over a period of time"

An income statement is read from the top down with the revenues stated first with a gross profit followed by the operating expenses. Examples of revenues of a sport club can be member's registration fee, sponsorships, facility rental to outside groups, fund raising etc. The operating expenses include all other expenses a business accrues during day-to-day operations. Examples of operating expenses of a sport club include salaries, insurance, office expenses, contracted services, awards etc.

Net income or net profit is the amount of money remaining after all expenses have been paid. This amount is shown in the balance sheet under equity. If the business accrues a net loss, the amount of the loss will be shown in parentheses, (R50 000) represents a R50 000 loss.

Sample income state for a sport club

Revenue

Members registrations	R640 000
Sponsorship	R300 000
Facility rental	R100 000
Fund raising	R 60 000
Gross profit	*R1 100 000*

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Operating expenses

Salaries and wages	R740 000
Facility	R 10 000
Competition costs	R130 000
Office expenses	R 25 000
Utilities	R 55 000
Contracted services	R 20 000
Awards	R 32 000
Total operating expenses	*R1 012 000*
Net income	**R88 000**

Balance sheet

The four main uses of a balance sheet are that it:

- Shows changes in the business over a period of time
- Shows growth or decline in various phases of the club
- Shows the club's ability to pay debts
- Shows financial position

Definition of a balance sheet

"a statement of the financial position of the club that presents the club's assets and liabilities and how much equity the club has at a fixed point in time"

Elements of a balance sheet

1. **Assets**
   - Assets are items that the club owns
   - Assets come in two forms
     - *Current assets*
       - Cash on hand and any asset that can be converted to cash within a year, for example inventory, prepaid expenses etc.
     - *Fixed assets*
       - Those items a club owns that cannot be sold without changing the club's operation
       - Example facility, equipment, furniture, cars etc.

2. **Liabilities**
   - Liabilities are the financial obligations the club has to other entities
   - It is the club's debt, how much money the club owes to other parties
   - Example loans from banks

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- Liabilities come in two forms:
  - *Current liabilities*
    - Are those debts that must be repaid within one year
    - Example, goods and services purchased on credit usually payable within 30 days, interest, taxes,
  - *Long-term liabilities*
    - All loans a club may have that are not currently payable
    - Usually larger loans that were acquired to purchase fixed assets such as a building, car, furniture etc.

3. **Equity**
   - Owner's equity is the amount of money invested by the owners
   - In a sole proprietorship, the business begins with the amount of money the owner invested from personal funds
   - In a partnership, it is the amount of money each partner invested individually
   - Earned income, as shown in the income statement, is added to the owner's investment

Once the total liabilities and the total equity are calculated, these two figures are added together and **the combined values should equal the total assets**.

Sample balance sheet of a sport club

Assets		**Liabilities**	
Current assets		Current liabilities	
Cash	R10 000	Accounts payable	R20 000
Accounts receivable	R 8 000	Short-term loans	R45 000
Inventory	R 5 000	Interest payable	R14 000
Short-term investments	R 4 000	Taxes	R25 000
Prepaid expenses	R12 000	Long-term liabilities	
Total current assets	**R39 000**	Loans payable	R72 000
Fixed assets		**Total liabilities**	**R176 000**
Facility and building	R600 000		
Facility Equipment	R 20 000	**Equity**	
Total fixed assets	**R620 000**	Owners investment	R395 000
		Plus net income	R 88 000
		Total equity	**R483** 000
Total assets	**R659 000**	**Total liabilities and equity**	**R659 000**

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10 Risk Management

10.1 Introduction

Every sport is risky and as a responsible sport manager you want to provide safe and equitable programs in your club. Athletes, coaches, officials, managers, spectators, and even innocent bystanders can be injured by balls, slippery ground, ill-fitting equipment, lightning, and many other hazards. You'll need to think about ways to manage risks in your club and the best way is to have a comprehensive risk-management program, which will be discussed in this chapter.

10.2 What is risk and risk management

Before we define what risk management is, we need to look at what risk is.

Risk:
"Risk refers to the probability of loss, either to people's well-being or to their property"

As a sport manager you will want to manage risk for three groups:

1. The participants in your club
2. Your coaches, officials, spectators, yourself and your staff
3. Your club

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Risk management:

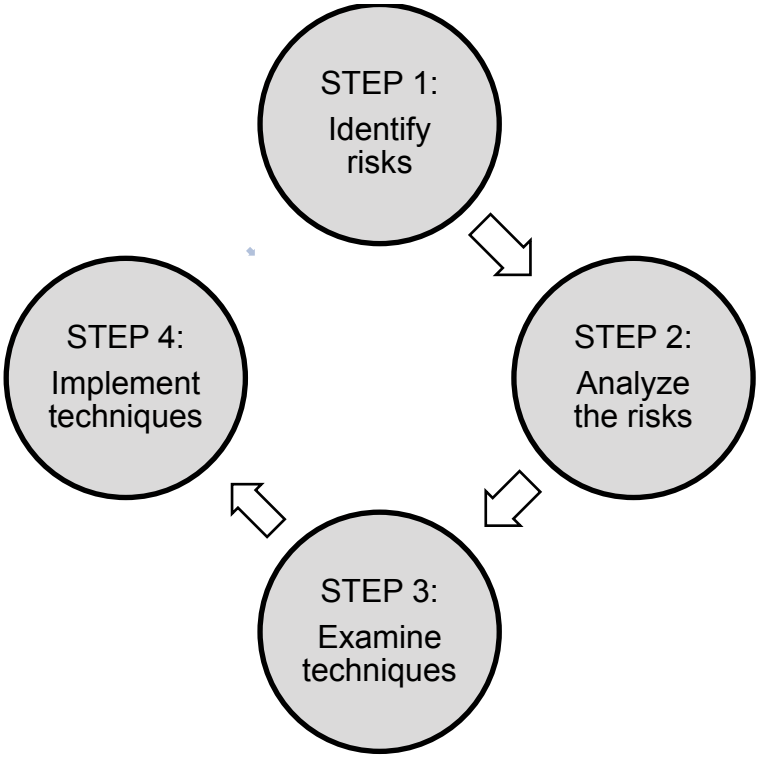
"the process of decision making and implementation so as to minimize injuries and loss and their effects on your sport club, facility, or event"

Reasons for developing a risk management program are:

- To provide the safest and fairest environment possible for the participants
- To reduce the risk of liability
- To prevent losses of all kinds, (financial, physical, property, activity, time) for everyone associated with an organization, including its directors, administrators, employees, spectators, and clients.

10.3 Risk management process

To make risk management easier, the risk management process is broken down into four steps that should be taken:



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10.3.1 Identify the risks of the sport in your club

Identifying the loss exposures in a particular sport club means determining which exposures will undermine the club's goals. Essentially, loss exposures can be placed in four categories, namely:

- Property loss
- Liability loss
- Personnel loss
- Net income loss

Property loss

Property loss exposure arises out of the possibility of damage, destruction, or disappearance of property resulting from a peril or cause of loss. Examples of losses would be:

- Unimproved land
- Buildings
- Tangible personal property
  - Money
  - Inventory
  - Computer and media equipment
  - Valuable records and papers
  - Furniture
  - Supplies
  - Mobile property
- Intangible personal property
  - Patents
  - Trademarks
  - Copyrights
  - Goodwill
  - Trade secrets
- Legal interests in property
  - Owner's interest
  - Buyer's and seller's interest
  - Landlord or tenant's interest

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Liability loss

Liability loss exposures results from a club having a legal responsibility to pay a claim for bodily injury or property damage sustained by another party. These loss exposures arise out of:

- Torts
  - Negligence
  - Intentional torts
  - Strict liability torts
- Contracts
  - Breach of contract
- Statutes
  - Such as workers compensation

Personnel loss

A personnel loss exposure occurs when an employee, manager, or owner with special knowledge or skill retires, resigns, or dies.

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Net income loss

Net income loss arises when some circumstance affecting the club causes reduction of net income, which could occur as a result of property, liability, or personnel loss exposures. This could happen in poor economic times when revenues are down.

Reduction of loss exposures cannot be accomplished if they are not identified. Sometimes identification of loss exposures is simple and obvious, but even those circumstances lead to a multitude of lawsuits. For each loss exposure described above, a club's risk management team will have to make a complete assessment.

10.3.2 Evaluate and analyze the risks

Once risks have been identified, those risks should be analyzed. A common means of analysis is the risk matrixes that analyze risk exposures based on *severity* vs *frequency.* Such charts provide guidance for classifying risks as severe, moderate or slight in severity, as well as slight, moderate, or definite as to frequency. In situations in which loss severity is slight to significant and loss frequency is slight to moderate, it may be reasonable to take actions to reduce or prevent the losses from occurring. For example, at your sport club's facility, slips and falls are common occurrences that vary in severity. These may deserve more risk management attention than the possibility of a large fire, and the club would likely put more resources into slip and fall reduction and prevention.

10.3.3 Examine possible risk control techniques

Risk control techniques include the following:

- **Avoidance technique**
  - This means a club decides to stop a particular activity or not start it in the first place
  - Example, a primary school decides not to present tackle rugby for boys under the age of 12, but only tag rugby.
- **Loss prevention techniques**
  - This technique implements measures to reduce the frequency of loss
  - Example, the club may prohibit any spectators at a hockey match to stand behind the goal boxes, to decrease the number of spectators hit by hockey balls.
- **Loss reduction technique**
  - Loss reduction is a loss control technique that is designed to decrease loss severity
  - Example, rugby players wearing padding, they may still injure themselves when being tackled, but this protection will reduce the severity of injuries.

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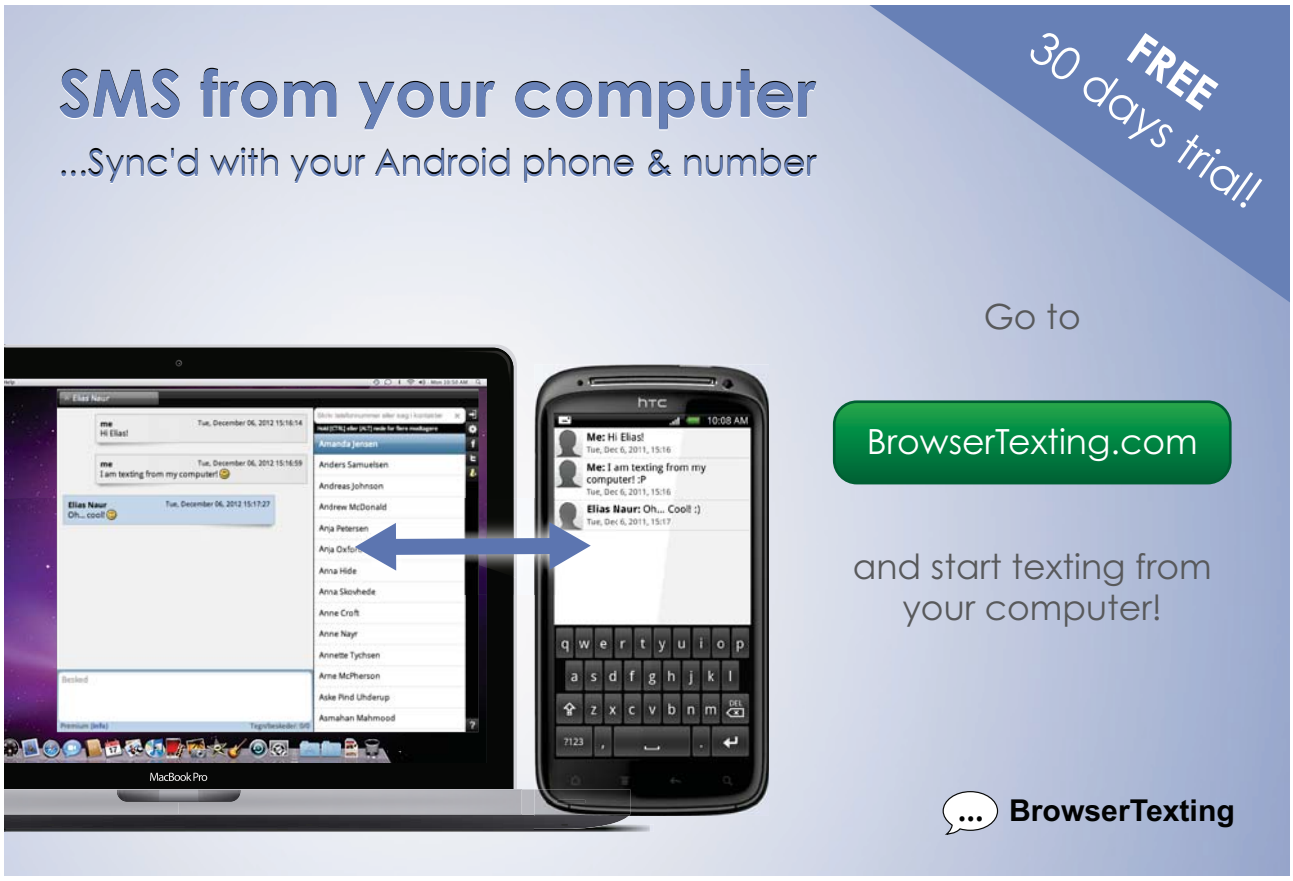
- **Duplication**
  - Duplication means having spare parts or equipment so you can continue business as usual if a loss occurs.
- **Separation**
  - Separation means dispersing assets or activities so that if, for example, a natural disaster occurs, it will not wipe out all of the club's assets or activities

10.3.4 Implement risk control techniques

After identifying risks in your club, assessing them, and examined possible risk control techniques, you now need to implement those techniques. Someone has to take charge in implementing the techniques, and this could be the coach, club manager, or owner. The person in charge puts safety first – above winning or profits. For example, lightning is imminent and only 15 minutes of the rugby game remains. The score is tied, and the spectators are excited. The sport club manager has to make a decision to stop the match or to risk playing on with the potential lightning, which has been known to strike the rugby club before.



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Implementing loss prevention and reduction techniques

The following are means of implementing *loss prevention* and *reduction techniques*:

- **Facility inspection**
  - Inspections can take place at regular intervals, such as daily or weekly, or they can take place before, during, and after practices or events
  - Example, before a rugby game or practice begins; the field should be inspected for holes, dangerous objects, or defects.
  - Documentation of each inspection is important in the event a lawsuit is filed
- **Facility cleaning, maintenance, and repair**
  - Each area of the facility should have a documented cleaning and maintenance schedule
  - Regular inspections should reveal additional cleaning, repair, and maintenance
  - The facility should be monitored at all times for slipping and tripping hazards
  - Maintenance should take place on a regularly scheduled basis
  - Repairs should be made promptly
  - If an item is found to be in disrepair, it should be taken out of service immediately
  - If it cannot be stored, a sign should be displayed warning that it is out of service and should not be used
- **Crowd management**
  - If your club hosts events in which large crowds gather, an important part of risk control is establishing and implementing a crowd management plan
  - The following elements should be present in a crowd management plan:
    - Competent staff trained in crowd management
    - Emergency and disaster planning and implementation
    - Procedures to eject unruly, intoxicated, or disruptive spectators
    - Use of signage to promote crowd management
- **Protective gear**
  - A sport club may wish to require and enforce use of certain protective gear as part of its implementation of loss prevention and reduction techniques
  - The use of mouth guards, shin guards, helmets, and protective padding will reduce the frequency of injuries and their severity

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- **Equipment**
  - Equipment should be regularly inspected and tested to determine if it is still working properly
  - Maintenance should be done regularly as appropriate to all equipment
  - After each use, equipment should be cleaned in accordance to the manufacturer's recommendations
  - When using equipment, the manufacturer's recommendations regarding use, maintenance, and repair should be followed
  - Documentation of cleaning, repair, and maintenance of equipment is important if a lawsuit ever arises over equipment that causes injury

10.4 Duties regarding risk prevention

As the manager of your sport club, you have assigned responsibilities. Some of these responsibilities you delegate to others such as coaches. Failing to perform your duties properly can risk the safety of your staff, coaches, and participants.

Coaches' duties

Coaches should:

- Provide a safe environment for practice and contests
- Teach skills in developmentally appropriate progression
- Provide appropriate supervision during activities
- Warn players of inherent risks in the activity
- Enforce the rules and regulations of the sport and your club
- Provide proper first aid when injuries occur
- Ensure the civil rights of participants
- Keep records of injuries and other losses

Manager's duties

Managers should:

- Select qualified staff, officials, and coaches to conduct the activities in the club
- Ensure that the staff, officials, and coaches are appropriately educated to perform their duties
- Supervise all aspects of the activities in the club

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10.5 How to make the activities at your club safer

There are five things you can do to make the activities in your club safer.

1. **Develop a risk-management plan**
   - Develop policies and procedures to help reduce injuries in the specific situation
   - Example, compile a policy stating that boys younger than 12 years may not play against boys older than 16 years.
2. **Keep knowledgeable about current standards**
   - Standards are continually evolving, so you need to stay abreast of any changes
   - Pass on the appropriate information to your staff and coaches
3. **Educate your staff and coaches**
   - Pass along to your staff and coaches the information they need to implement your risk-management plan and to fulfill their duties
   - Help your staff understand that part of their responsibility is to be ongoing risk managers
   - You need to have regular sessions, written policies and guidelines and periodic training for emergency procedures
4. **Supervise your program**
   - Supervision is essential to see that your staff and coaches carry out the program in a safe way
   - As sport club manager you usually will have general supervisory duties over all areas of the club
   - You will often need to assign others to provide general and specific supervision
   - When you assign others to supervise a playing facility or special event, they must be competent to:
     - plan for the activity
     - present clear warnings of risks
     - provide age- and gender-appropriate supervision
     - know how to provide for a safe environment
     - be able to evaluate injuries
     - implement an emergency plan
5. **Keep records**
   - In the event of an alleged wrongdoing, without records it becomes your word against the accuser's

10.6 Supervision guidelines

Supervision guidelines are necessary for certain areas in your club. In this section we are looking at supervision guidelines in general, for sports facilities, and for sports equipment.

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General supervision guidelines:

- Provide general supervision for all your activities presented in the club
- Coaches should know how to provide close supervision for activities that pose greater risk to the participants
- Have enough supervisors for the activities being monitored
- Supervisors should not be too close to the activity or too far away
- Know the rules of the activity designed to protect the players from injury
- Never leave young participants unsupervised

Supervising sports facilities

- Make sure the facilities are adequate and appropriate for their use
- Facilities should be constantly monitored to ensure they remain adequate
- Control access to facilities that present potential risks, such as swimming pools, gymnastics centers
- Set procedures for correcting problems when you identify any inadequate aspect of the facility
- Require participants to perform basic safety inspections of the facilities they use

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Supervising sports equipment

- Equipment should meet existing standards
- Coaches should know how to properly fit equipment that players uses, such as helmets, face masks etc.
- Coaches should know how to properly use all equipment in their sport
- You, your staff or the coaches should regularly inspect equipment that you provide
- Equipment should be properly maintained and repaired

10.7 Managing specific risks

No matter how much you try to prevent accidents, they are going to happen and injuries result. Your duties are to do all that you can to minimize accidents and injuries and keep your organization from being held liable for accidents and injuries. To achieve these objectives, you need a medical response plan.

Medical response plan

The following elements should be considered when preparing your medical response plan:

- **All participants should provide you with medical histories**
  - This information can be obtained when they become a member of the club
- **Obtain a consent form for participation**
  - Children should not be allowed to participate until they have submitted a consent form
- **Have all participants fill out an emergency information card**
  - This information card should include the names and numbers of parents or guardians to contact in the event of an emergency
  - This card should also contain information to alert you to any preexisting medical conditions the participant may have that could influence the treatment
- **Train your coaches and supervisors about what to do and what not to do** when players are injured
  - Ideally, every coach should be qualified to administer CPR and first aid
- **There should be a first-aid kit at every practice and contest**
  - coaches should know how and when to use it
- **Develop an emergency plan to obtain medical assistance fast**
  - If there are no phones at the playing site, arrange to have cellular phones available at practices and games
- **Keep good records of the accidents**

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11 Event Management

11.1 Introduction

Every event is a product, an outcome, and an occurrence. An event occurs in a specific year and month, on a specific date, and at a specific place. All preparations must be completed before the event begins. Managing an event is planning the tasks to be done and seeing that they are completed. Planning an event is deciding in advance what to do, how to do it, when to do it, and who will do it. The components involved in the planning of an event depend on the nature of the event, the time, place and the clientele. In this chapter a sport event planner will be discussed in detail to guide you in managing an event.

11.2 Sport event planner

Starting an event takes major commitment of time and energy. A sport club manager must be aware of the different aspects to organise and manage before, during and after an event. A sport event planner is a detailed document compiled with all the aspects to take in consideration when organising an event. The sport event planner includes planning the event objectives, financial planning, accommodation plans, promotion plans, facilities planning, rules and official plans, risk and emergency plans, registration plans, scheduling plans, staffing plans, equipment planning, awards plans, food service plans, communication plans, transportation plans, and an event evaluation plan.

11.2.1 Event objectives

Each event should have its own objectives and can be compiled by following these guidelines:

- **Determine for whom the event is planned**
  - Is it an amateur or professional event?
  - For what age group is it?
  - Is it for boys, girls, men or women?
- **Determine the type of event**
  - The event could be league play over a season or it can be a tournament, a match or something else
  - Describe in detail exactly the type of event you will hold
- **Determine the size or scope of the event**
  - To help determine facility and equipment needs, personnel requirements, accommodation requirements and the budget, you need to set some limits on how many participants or teams your event will involve
  - Set criteria as to how the limit will be reached, such as first come first served, or past participation in the event etc.

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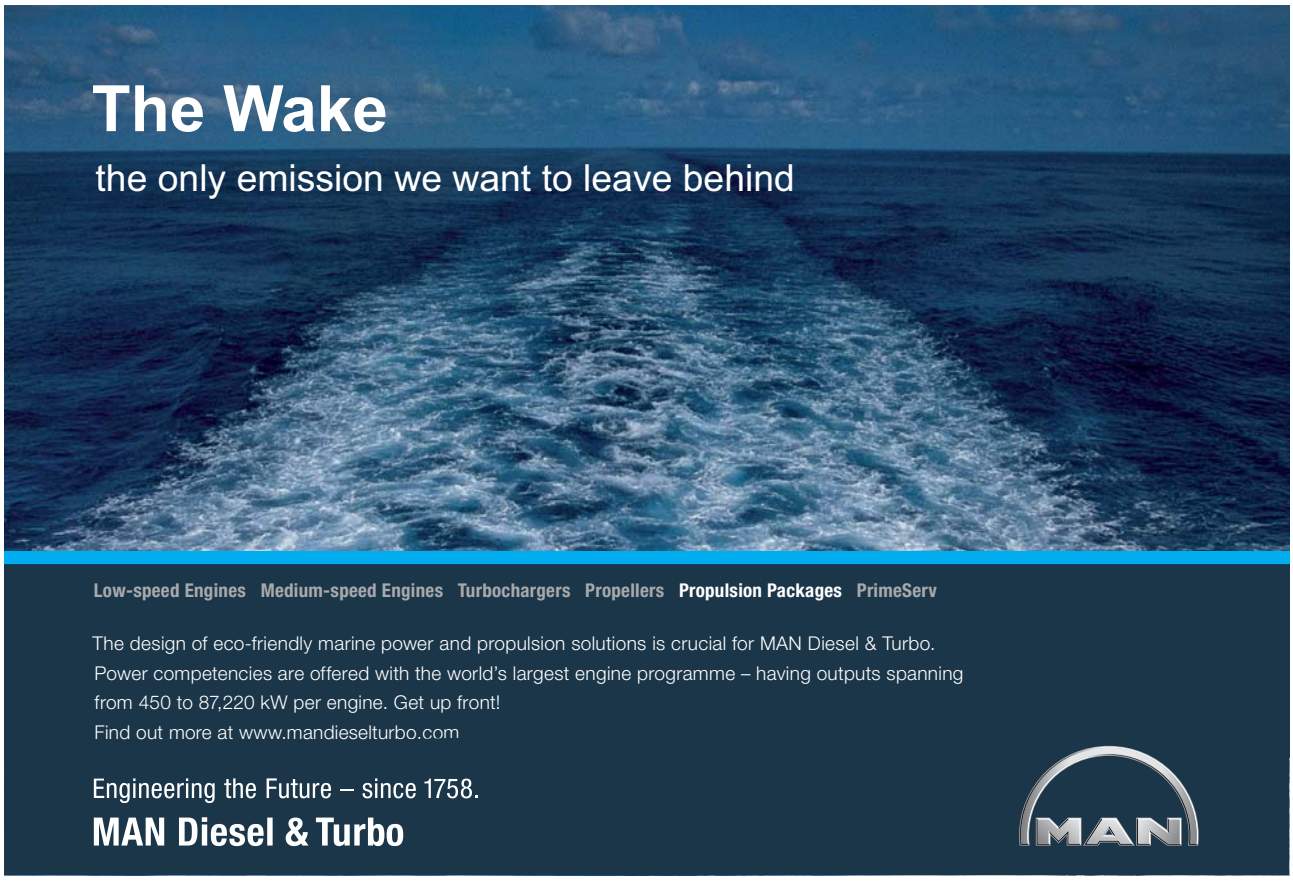
- **Determine the dates and duration of the event by considering the following:**
  - Number of days needed to complete all competition while allowing participants adequate rest between contests
  - Number, availability, cost and size of facilities
  - Convenience of the dates for participants, coaches, officials, and other personnel
  - Availability of officials and other personnel to conduct the event
  - Competing events and holidays
  - Probability of delays, cancellations, rain-outs, and conflicting events
- **Determine the location of the event**
  - The event may be at your club's facilities that you control
  - The event may require multiple sites to complete all the contests
- **Determine if the event will be profitable for your club**
- One of the main objectives of hosting an event should be to make a profit for your club.

11.2.2 Financial planning

The first issue your club needs to deal with when thinking through the creation process is, does your club have the resources to devote to this project without it generating any income for your club? If your club can't afford the time at the front end of the event, then you should not go this route. One of the key financial issues is whether your club has the capital to start an event.



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Starting an event takes up-front capital for things such as:

- Applications
- Venue deposits
- Marketing costs
- Maintenance of own facility

1. **Prepare the budget**

   Specific aspects that can be included in an event budget are as follows:

   - Revenues
     - Sponsors
     - Ticket sales
     - Program sales
     - Registration fees
     - Food sales
   - Expenses
     - Personnel
     - Office supplies
     - Travel
     - Accommodation
     - Prize money
     - Food and beverages
     - Officials
     - Facility
     - Security
     - Advertising
     - Entertainment
     - Photographer
     - Program costs

   You need to make sure that your revenues are more than your expenses; otherwise your club will make a loss.

2. **Develop and implement plans to obtain all income**
   - Take any steps necessary to obtain committed funds.
   - Make sure there is a deadline for participating teams to pay there registration fees.
   - Develop specific plans for obtaining the potential funds from each source and then implement those plans
3. **Keep accurate records**
   - Set up a recordkeeping system for income and expenses
   - Keep income and expenses separate from your club's other finances
   - You need to have an authorizing system to authorize certain amounts and type of expenditures

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11.2.3 Accommodation plans

Planning for accommodation becomes necessary when teams travel out of town and participate in events lasting more than one day. For the event your club is hosting, you need to consider whether to use a hotel, university or school dormitory, guesthouses, or private housing. The following should be considered when planning the accommodation:

- **Determine need and cost for participants, officials, and others**
  - Decide for whom and how many housing is needed
  - Make the necessary appointments with the different places that can offer accommodation, and set a price with them
  - The availability of accommodation will determine how big the event can be, if there is not much accommodation available then you can only host a couple of teams.
- **Decide on what type of accommodation you are going to make use of**
  - Hotel – more expensive and will increase the event costs, but is a good option for senior players who can afford such accommodation
  - University or school dormitory – best option for events where you need to accommodate a lot of participants
  - Guesthouses – good option for accommodating the officials of the event there
  - Private housing – ideal for events where only one team traveling needs to be accommodated
  - At all times you need to keep safety and expense in mind
- **Arrange for the accommodations**
  - Make written reservations at the specific places the participants will be staying
  - Obtain addresses and telephone numbers of the places they will be staying
  - Make sure all agreements for the accommodation such as price, meals, washing, parking etc. is stated in the written reservation
  - Make sure to inform the places of the final total of people staying there at least 3 weeks before the event, so they can make the necessary arrangements accordingly

11.2.4 Promotion plan

Promotion is the way you let your target audience know about the event and encourage them to participate. Guidelines for developing your promotion plan are as follows:

- **Determine what you want to promote and to whom**
  - Promote the event to school sport managers and coaches
  - Promote the event to sport club managers and coaches
  - Promote the event to the public who you hope will come and watch the event
  - Promote the event to potential sponsors

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- **Determine how the event will be promoted**
  - Advertising (promotions that cost you money)
    - Newspapers
    - Radio
    - Magazines
    - Brochures
    - Notice boards
  - Publicity (free advertising)
    - News releases for newspapers and radio
    - Interviews on radio
    - Flyers distributed door-to-door
    - Posters on lamp poles
  - Personal contact
    - Speak at schools
    - Telephone contact

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- **Prepare the promotional materials**
  - Prepare your advertisement, press release, poster, brochure etc. as professionally as possible for the budget available
  - A poorly prepared piece will have a negative image of your event
- **Release the promotional materials**
  - It is important to release the materials at the right time, not too early or too late

11.2.5 Facilities planning

Good planning of facilities is essential to running a successful event. The following guidelines will decrease the likelihood of your forgetting an important aspect of facility management for the event.

- **Determine your facility needs**
  - You need to determine how many of the following you would need:
    - Playing facilities
    - Locker rooms
    - Public rest rooms
    - Spectator seating
    - Parking
    - Traffic flow
    - Food services
  - Think about your needs for
    - Special lighting
    - Scoreboards
    - Alternative facilities in case of bad weather
- **Reserve the facility**
  - If the facility belongs to your club, reserve it to be certain there are no conflicts of schedules
  - If you do not control the facility, reserve it with the controlling agency
  - Be sure you get an agreement in writing so that you are assured of having the facility for the specific dates
  - Make sure to sign a facility rental agreement that specify clearly what parts of the facility are included or excluded in the rental, such as locker rooms, toilets, pavilions etc.
  - Make sure the rental agreement also stipulates who will be responsible for supervising and maintaining the facility

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- **Arrange for access to the facility**
  - If you are renting the facility and supervision is provided by the rental agency, you need to coordinate with the supervisor access to the facility at the appropriate times
  - If you are responsible for supervising the facility, you need to be sure you have all the keys you need to the buildings, gates, equipment room, locker rooms, toilets etc.
- **Prepare the facility prior to the event**
  - Clean the facility and schedule cleaning during the event
  - Modify the facility for the event
  - Eliminate any hazards
  - Prepare the playing area
  - Prepare the spectators area
  - Prepare the officials area
  - Prepare signs to direct people
  - Prepare the sound and lighting systems
  - Prepare the locker rooms and rest rooms
- **Arrange for security for all facilities**
  - Make sure someone is assigned to securing all parts of the facility

11.2.6 Rules and official plans

You will need to make decisions about the rules you will use to govern the event. These rules should cover participant eligibility, the playing format of the contest, and managing disputes and disciplinarians. You will also need to determine how to officiate the contests and what officials you will need, such as referees, scorekeepers, timers etc. The following guidelines can help with these decisions.

- **Select the eligibility rules to follow**
  - These rules can be those of your club, a province, national or international sport governing body, or any combination of these
  - These rules should be clearly written out and distributed to all involved
- **Decide what format to use for the contest**
  - The format of the contest should be well stipulated
  - Example is it a round-robin contest, a pool-system contest with semi-finals and finals etc.

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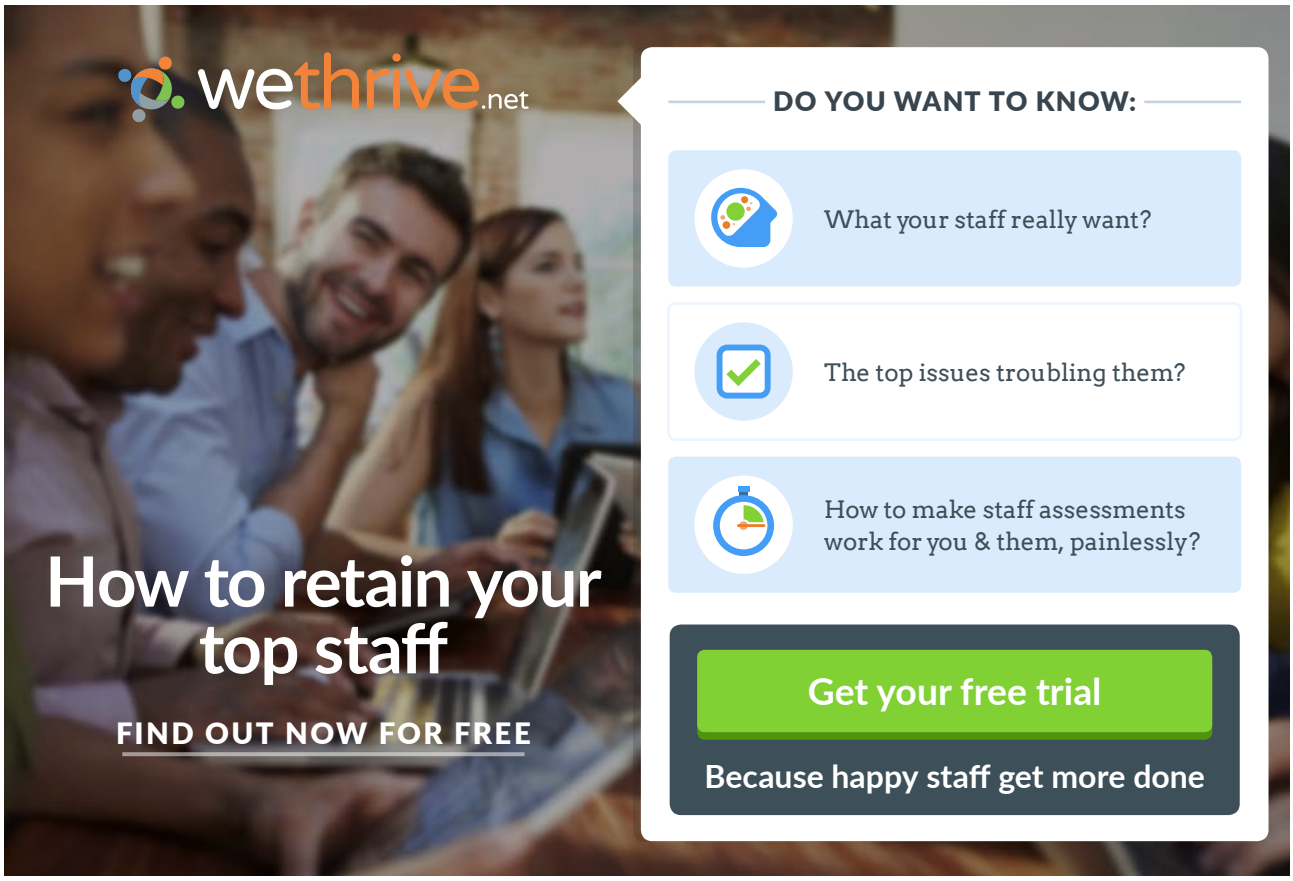
- **Determine who will officiate the contests**
  - Decide on what type of officials are needed, for example referees, timekeepers, scorekeepers, tournament director, announcers etc.
  - Determine how many officials you will need for the whole contest
  - Decide if volunteers are sufficiently qualified or can be trained to officiate the contest
  - Be sure to obtain the services of officials well in advance and that you have a letter of agreement that states the dates they will be officiating, how many contests they will officiate, their payment etc.
- **Determine procedures to follow in cases of disciplinarians**
  - The full process to follow in case of disciplinarians should be well formulated and distributed to all involved



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11.2.7 Risk and emergency plans

It is a good idea to analyze risks and develop a plan for reducing the chance of injury to those participating in or attending the event. You can follow the following guidelines to help you.

- **Prepare a risk-management plan for the event**
  - Inspection of the facilities and equipment should be done both before and during the event
  - Make sure you include all aspects of the event in your plan
- **Determine if you should use an indemnity form**
  - To cover yourself from unwanted lawsuits, rather make use of an indemnity form to be completed by all participants during registration
- **Determine if you will be in compliance with local fire and safety ordinances for this event**
  - Call the officials in your area to find out what regulations affect your event
- **Prepare an emergency plan for this event**
  - Your emergency plan should specify how players and others will be treated when injured
  - It should include what medical personnel and supplies will be present at the event as well as how injured persons will be transported to emergency care facilities
- **Develop a plan for managing a large number of spectators**
  - If your event could attract a large number of spectators, you would need a plan for:
    - Adequate seating
    - Communication with spectators
    - Restrooms
    - Food service
    - Safety and security crowd control

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11.2.8 Registration plans

Depending on the event, you will likely need to have a registration period to obtain eligible candidates to participate. You need to plan this part of the event carefully to ensure you obtain all the information you need from the participants.

- **Determine what information you need to gather during registration**
  - Compile a registration form to gather the following information:
    - Name of the team that enters (if it is an event for teams)
    - Name of the participant (if it is an event where individuals participate)
    - Contact details of manager of the team or individual participant
    - Gender of the participants
    - Age of the participants
    - Total of participants
    - Total of management
    - Evidence of eligibility (for contests where participants need to be a certain age)
  - Make sure you add the closing date for registration on the form

Sample registration form

Please complete the following registration form and e-mail or fax back before or on **31 May** to 123456@nwu.ac.za or fax: 018-29921211

Name of team / participant: _____

Contact details

Cell nr: _____

E-mail address: _____

Gender of participants

Boys _____ Girls _____

Total of participants

Boys _____ Girls _____

Total of management

Men _____ Women _____

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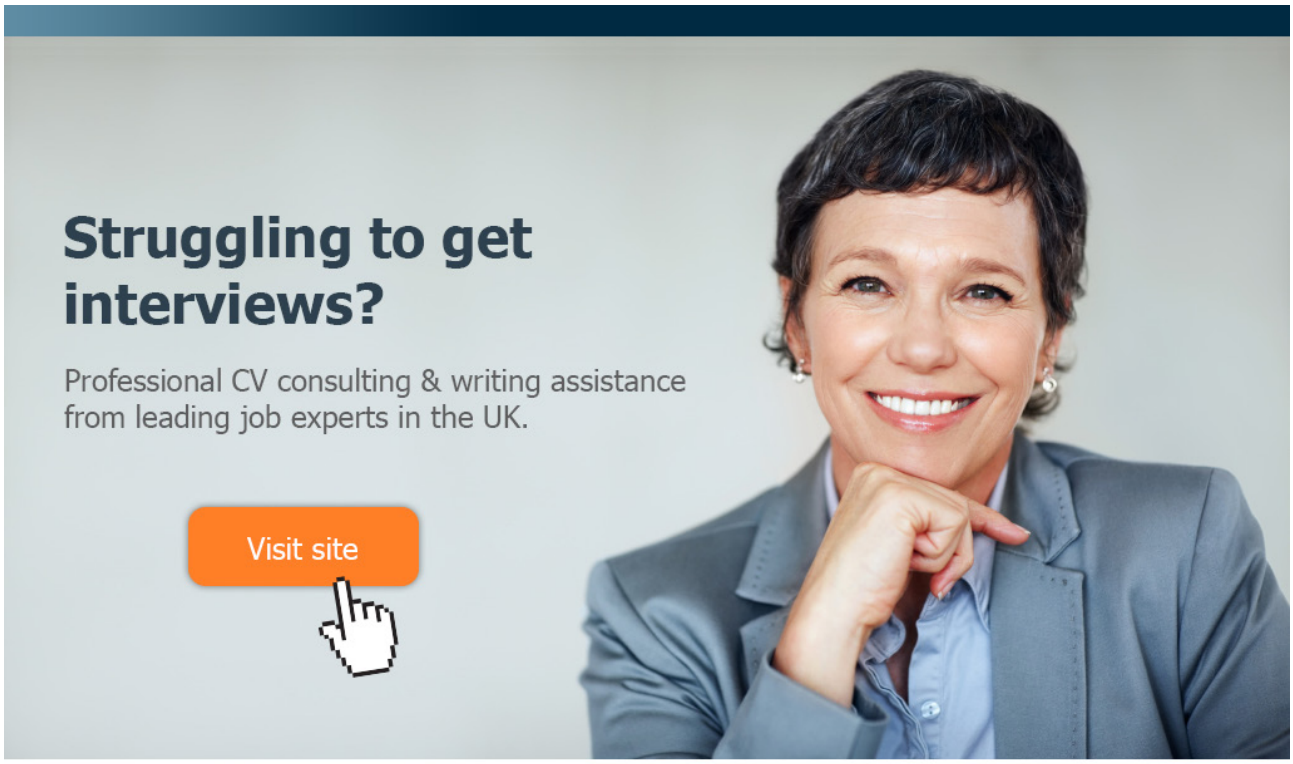
- **Determine when the registration period begins and end**
  - Decide whether you are going to have a short or long registration period
  - This may depend on the estimated number of participants
  - If you expect a large number of participants, the registration period should be long
- **Determine the registration process to be followed**
  - Plan a way for participants to receive registration forms and how the forms may be returned to you
  - Decide what form of registration will be accepted, example e-mail, fax, telephonically etc.
  - Decide on how many registrations you will accept
- **Determine how you will process the registration forms you received from participants**
  - Compile a system that you works for you to add, remove, and summarize all the registrations
  - File all returned registrations alphabetically
  - Compile a list of all the entries with all their information



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Sample list of returned registrations for U/16 Hockey Tournament

Team name	Contact details	Total participants	Total management	Received payment
All saints Hockey	Peter 025-458236	Boys: 15 Girls: 12	Men: 2 Women: 1	R1 000
Hockey Tjokkers	Sarah 032-458295	Boys: 16 Girls: 14	Men: 1 Women:3	
Just Hockey	Melanie 125-458962	Boys: 15 Girls: 15	Men: 2 Women: 1	
Pirates Hockey	Sam 125-125485	Boys: 15 Girls: 14	Men: 3 Women: 2	R1 000
TOTALS		Boys: 61 Girls: 55 116	Men: 8 Women: 7	R1 000

- From this list it is easy to see if you can still accept more entries, total number of boys, girls, men, and women – this information is important for your accommodation bookings.

11.2.9 Scheduling plans

Scheduling plans involves scheduling the contests for participants and can include such duties as compiling fixtures (round-robin, pool-system), setting dates, times and places for the contests. During your facility planning (10.2.5) you've already booked the facilities you are going to need for the event, so you now need to draw a schedule (fixtures) of who is playing where and on what day at what time.

Example:

For your u/16 hockey tournament you have 2 fields available and 8 teams that entered (4 boy's teams and 4 girl's teams). The tournament takes place over 2 days. The first day is play-offs and the second day is finals.

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Monday 1 July

TIME	TEAMS	DIVISION	FIELD
09:00–10:05	All saints vs Tjokkers	Boys	A
	Just Hockey vs Pirates	Boys	B
10:20–11:25	All saints vs Tjokkers	Girls	A
	Just Hockey vs Pirates	Girls	B
14:00–15:05	All saints vs Pirates	Boys	A
	Just Hockey vs Tjokkers	Boys	B
15:20–16:25	All saints vs Pirates	Girls	A
	Just Hockey vs Tjokkers	Girls	B

11.2.10 Staffing plans

A common mistake of less experienced sport club managers is failing to staff adequately and being reluctant to ask others for help, leaving an inordinate workload for themselves. The following guidelines can be followed to adequately plan your staff for the event.

- **Determine the staff required to conduct the event**
  - Indicate who is responsible for what task
  - Appoint conveners to head up the various committees you need such as finance, facilities, and promotion
  - Select committee members that are competent in performing the tasks you require
  - Create for all staff their schedules and timetables of work to be completed
- **Provide orientation and training**
  - Determine who needs orientation and training and then provide it
  - Prepare written procedures for duties that are unknown to staff, difficult to remember, and important to do correctly
- **Plan the communication system with staff**
  - Sustain a clear communication network before, during, and after the event
  - All involved should know whom to talk to about what
  - For large events, designate a continuously staffed headquarters to serve as the hub of the communication network

11.2.11 Equipment planning

Each event has its own type of equipment that should be provided by the hosting club, and you as sport club manager should ensure that this equipment is up to standard for the event. The following guidelines can be of assistance.

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- **Determine what is needed for the event**
  - Equipment such as match balls, flag poles, nets, bibs, hurdles, etc. should be determined
  - Example, a hockey, rugby, netball, soccer tournament requires a match ball for each game
  - What you will need for the event will be based on the number of participants and size of the event
- **Determine what equipment is available**
  - Know what you have by taking inventory and determining its condition
  - Make sure the equipment is up to standard
- **Purchase what is needed**
  - Know what you are purchasing and make sure it is the right equipment
  - Purchase from reputable dealers who stand behind their products
  - Purchase the best quality your budget can allow
  - Purchase in quantity to get better prices

11.2.12 Awards and recognition plans

We all like to be recognized for our accomplishments; therefore awards and recognition are important during an event. As you plan your event, decide for whom you are going to give awards and recognition, for example to players, teams, officials, coaches, volunteers etc. Use the following guidelines to help you.

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- **Determine for what achievements awards will be given**
  - 1st, 2nd and 3rd places
  - For participation
  - Best dressed team / player
  - Best player of the event
  - All officials and volunteers
- **Determine the types of awards to be given**
  - Decide how much money to spend on the awards based on the overall budget
  - Select the type of award from such items as trophies, medals, prize money, certificates, t-shirts, etc.
- **Purchase the awards**
  - Get quotations from vendors who will provide you with the product and service you need
  - Consider not only the prize and quality but also the reliability of the vendor delivering what you need on time.
- **Plan for the display of the awards during the event**
  - Often awards are displayed during the event for others to see, so you should decide if you wish to do this
  - Ensure the display area has security to prevent the awards from being stolen or vandalized
- **Plan for the presentation of the awards**
  - Determine the best time to give the awards
  - Determine who will present them
  - Determine if there will be any ceremony accompanying the presentation
  - Consider the need for a PA system

11.2.13 Food service plans

The sale of food and drinks is one way to raise additional funds, but doing this requires well-organized service. If you get into selling food, be aware of and in compliance with local health department regulations.

- Drinks for participants and officials
  - Determine what your needs will be, they will vary depending on the temperature and the intensity of the activity
  - Make sure there is enough water available at the playing field for the participants and officials
- Food for spectators
  - Determine what service you wish to provide spectators
  - Make sure you have enough people to work at the food stalls
  - Consider if a concessionaire should handle this service

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- Food for participants and officials
  - Decide what food you wish to make available
  - Decide where the food will come from and how it will be served

11.2.14 Communication plans

So often you see technically well-organized events break down because of communication problems. In developing your event plan, remember the importance of good communication among yourself, your staff, your participants, and others. Use the following guidelines to help.

- **Develop a communication system among you and the staff**
  - Consider pre-event, event and post-event communication
  - Decide how will you communicate among staff during the event
  - Decide how will changes and updates be announced
  - Decide if you will have a message centre
  - Decide if you will need runners or cellphones
- **Plan how to communicate with participants and coaches / managers**
  - Keep all participants and managers / coaches informed about contest times, location, opponents, contest results and other details

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- **Plan a system for communicating with spectators**
  - If you expect many spectators or if you will charge admission to watch, you need to plan for introductions of players, officials and coaches
  - You may need a PA system, scoreboards and signs
  - Decide if you need to print an event program
- **Plan a system for communicating with the media**
  - Delegate a person to keep the media informed prior to, during, and after the event
- **Plan for communicating the results to the governing body of the sport**
  - If your event is sanctioned, the governing body needs to know the results of the event
  - Be certain you have the proper forms and know to whom and by when these results must be reported

11.2.15 Transportation plans

Usually participants and officials are responsible for their own transportation, but on occasion you may need to develop a transportation plan. The following guidelines can be of help to develop a transportation plan.

- **Determine what transportation is needed**
  - You first need to evaluate if you need to offer transportation for the event or if it is the responsibility of the participants and officials
  - If the event involves travelling to another city it is better to transport the teams together
  - If the event takes place in your city, you may need to plan transportation from hotels to the playing sites
  - If the event involves multiple sites, also consider how players will travel from site to site
  - You also need to consider the transportation needs of officials and others helping to conduct the event
- **Communicate what transportation will be offered**
  - You need to inform those to be transported how the service will work, such as
    - When is the transportation provided
    - How often will vehicles run
    - From where will the vehicles depart
    - Will there be room for equipment and baggage
    - How many people can be transported at once
  - Have signs made and placed where transportation information may be needed

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- **Make the necessary bookings of the vehicles**
  - If you are using public transportation, you'll need to contract for it
  - If you are using private vehicles, you'll need to find volunteers
  - Make sure all vehicles are properly insured and that a responsible, licensed driver are assigned to each vehicle

11.2.16 Event evaluation plan

Once the event is over, it is still not quite over. A brief evaluation of the event will let you know what worked well and not so well so that you can improve on the next event.

- **Determine the system for evaluation**
  - You can keep the evaluation informal, simply asking people how well organized the event was and if they saw ways to improve it
  - You can be more formal and collect information systematically by means of a brief questionnaire to assess how players, coaches, officials, team managers and spectators viewed the event
  - Make the evaluation forms easy to complete and drop off
- **Prepare the evaluation questionnaire**
  - Sample of an event evaluation questionnaire:

Please complete the following evaluation form and return to the event office before departure.

1.	Was the event well organized Yes No		
2.	Were you kept adequately informed about the event?	Yes	No
3.	Where the facilities and equipment satisfactory?	Yes	No
4.	Where the accommodation satisfactory?	Yes	No
5.	Where the meals satisfactory?	Yes	No
6.	Where the officials up to standard?	Yes	No
7.	Will you plan to return next year?	Yes	No

- **Have the evaluation forms completed by those selected to evaluate the event**
  - Distribute the evaluation forms near the end of the event
  - Request that they be returned before leaving the event
- **Review and summarize the evaluation comments**
  - Collect the responses and review them with an open mind
  - Prepare a written critique of the event and share it with those who would benefit by reading it

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11.3 Conducting the event

Good planning is vital for a successful event, but now you must see to it that your plans are carried out. First, you will find that not everything was planned as perfectly as you thought, and you will have to respond to problems, even crises, as they arise. Your most important role as event manager is to provide leadership, directing and moving the team forward. You need to control events by monitoring and supervising others to be sure plans are carried out. Prepare yourself to solve problems and crises as they arise, for instance you may run into inclement weather, throwing off your entire schedule; you may encounter facility or equipment problems; you may need to resolve a dispute or conflict among people, and almost certainly communications will break down here and there and the situation will need your attention.

As you provide the leadership and supervision required, don't lose sight of the fact that the event should be fun for the players, coaches, parents, spectators, and you.

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