



CLUB ADMINISTRATION MANUAL

SOUTH AFRICAN PRACTICAL SHOOTING ASSOCIATION CLUB ADMINISTRATION MANUAL

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FORMING A CLUB

1. Introduction. Wherever there are people participating in the same activity or who share common interests they will want to form a club. Your group of people may be a section of an existing shooting club. The parent club can be of great help in organising your practical shooting program. Perhaps you're on your own - ten or more members with access to a range who want to organise practical shooting for the area, suburb, town, village, institution, etc. The events leading to forming a club are:

- a. A survey to determine the need for a club.
- b. The date for a founding meeting.
- c. A suitable venue for the founding meeting.
- d. Notices/posters advertising the meeting.
- e. The founding meeting.

2. Survey to Determine if a Club is Needed. The need to form a club usually arises from people sharing the same interests. There are many other ways to determine the need for a club, e.g. questionnaires, meetings, sport representatives at businesses and companies, inquiries at existing shooting clubs, etc.

3. Recruiting Members. Some methods of recruiting club members are:

- a. Advertising in institutions and businesses, notice boards, regular conferences or seminars.
- b. Personal recruitment (people telling others).
- c. Written recruitment where invitations are sent to people intending to become members.
- d. Demonstrations at sport and open days.

4. Date and Venue for the Founding Meeting. When enough members have been recruited a date must be determined when the club can be formally founded. After a date has been fixed, a suitable venue must be found to hold the meeting.

5. Notice of the Foundation Meeting. After the date and venue have been finalised a notice should be distributed to inform interested members. The notice should have the following information:

- a. Aim of the meeting.
- b. Place, date and time.

- c. Concept constitution.
- d. Agenda. The agenda should include an attendance register, the aim of the meeting, temporary committee election, discussion and the acceptance of the constitution.

During the foundation meeting of the club, the convenor (normally the person who started the idea of a club) acts as the chairman. The meeting takes place according to the normal meeting procedures until the temporary committee is chosen. The chosen chairman then takes over the meeting and carries on according with the agenda.

6. The Club Members. The aim of any club is to render a service to its members. Just as the committee has obligations to the members so do the members have obligations to the committee. Club members must become involved in club matters. The work and tasks cannot just be left to the committee members. Members can help in the following ways:

- a. Administration.
- b. Recruiting.
- c. Collecting funds.
- d. Help with transport.
- e. Voluntary group leaders.

7. Improving Membership Involvement/interest

- a. A monthly or quarterly newsletter to keep members informed and up to date with club matters.
- b. A club T-shirt, cap, gun bag, jacket, etc with a club badge or emblem that can be worn or used by club members.
- c. Socials.
- d. Active shooting program.
- e. Active recruiting/new member program.

8. Growth Phases of a Club. In the beginning its energy and excitement. It seems everyone in your small group is doing everything. Time passes, your numbers grow and the membership seems to split into two general groups: The cadre - a group of workers who can translate talk into ACTIONS & RESULTS - and the talkers - the group willing to let somebody else do it and then complain about it. Your club's attitudes and customs as well as membership policies will determine which group will dominate.

9. The "I can do it better myself" Phase. The workers continue, getting things done, spending their energy to get results. Since they really can do things better by themselves, other members and especially new members get the impression that their input isn't wanted. They may be right. It does take longer to train new talent to do the job than to simply do it. **The continuous training of replacements is essential to club survival.**

10. Workers and Talkers. It is normal that for every person out there working, several will selflessly devote themselves to the vital task of watching while offering free advice. You need to involve them, although it's a considerable leadership challenge. Remember that one of the reasons for joining a club is the social interaction: The desire to belong; the desire to have your peers recognise your contributions.

11. Workers do Burn Out. What then? If there is no pool of trained talent, if club management is suddenly left in the soft, untrained hands of the Talkers, your club may enter the "Self Destruct" phase. The Talkers struggle for a while and the growing realisation that they really don't know how to make it happen, then the club disintegrates. **Successful clubs continually recruit and train new members; testing their abilities; "fast-tracking" those with promise into the leadership group.**

12. Look For Signs of Trouble. Take a look at your club. If the same small group of people is doing all the work, you're in trouble. If your flow of a new members is down to a trickle, you're in trouble. If you are not involving your new members or training your replacements now, you're in trouble.

13. Reasons for a Club Dying. The reasons for a club dying are often given as the failure to recruit and build, lack of facilities, too little coaching or instruction and high costs. This does not make up for the lack of common sense usually behind all these. For example, organise clinics, co-operate with other shooting clubs for the use of ranges and facilities and to share costs, arrange inter and intra club contests to promote competition, etc.

CLUB MANAGEMENT

14. Standard Policies and Procedures. This manual contains tested policies and procedures that you can adapt, amend and add to suit your club. You don't have to develop everything from scratch. It contains some forms and procedures that make the organising and running of a club much easier. Make sure needed jobs get done by giving the club an efficient operating structure and by organising the routine flow of information.

15. Develop Standing Operating Procedures [SOP]. This ensures that key jobs are done to the same standards by different people. A written SOP lets you train new people easily and faster. Give them the SOP, let them read it, then discuss the job and answer their questions. Details from this manual can be taken up in such SOPs.

16. Motivate, Train and Reward Excellence. The individuals in your group have needs they want met within the group. Smart committees arrange things so that members are encouraged to contribute and have their contributions noticed and appreciated.

CLUB ORGANISATION MODEL

17. Structure. Start with a set of by-laws or rules. These define the basic structure of the club. The purpose of the club, who can join, costs, elections, officials and their powers and duties, and other elements in the political framework. Try to keep them simple and to the point. Don't load them with a lot of procedures. Reserve procedures for SOPs. See Appendices A, B, C for examples of a constitution, bylaws and duties and responsibilities of committee members.

DUTIES AND RESPONSIBILITIES FOR THE COMMITTEE

18. Committee. The committee consists of the chairman, vice chairman, secretary, treasurer and must all be paid up club members. They are responsible for running the club. They conduct club business and develop and implement club policies. The by-laws or rules outline their jobs.

19. The Chairman. Does the presiding. He automatically belongs to all regular and special committees of the club. He guides the membership in setting and achieving realistic goals. He thinks of the big picture - the internal health of the club and the relationships between club and outside elements such as parent club and range, community, SAPSA, province and other clubs in resolving conflicting demands on time and resources. The chairman should be the main source of policy guidance for the committee and working groups. He spends a lot of time listening, questioning, talking, and checking that needed work is getting done on time and up to standard.

20. The Vice-Chairman. The vice-chairman is the chairman's understudy, ready and able to take over if needed. In many clubs the person in this post is next in line for the top responsibility. He usually has additional duties.

21. Secretary. The club's information manager. This is probably the most powerful position on the committee. He informs the members of the meetings, records the decisions in the minutes, keeps members informed through the club newsletter, writes the letters, gets the mail, maintains affiliations, and a lot of club business. This job involves a lot of solid administrative work. Be very careful who gets this job. A poor secretary is a greater disaster than a poor chairman.

22. Treasurer. The post combines the functions of bookkeeper and director of finance. He is the one that receives all the money from fees and other sources of income, pays the range fees, the SAPSA fees, the province fees and the annual affiliation fee; pays the bills from the club account, balances the books, watches the expenses to see that the club isn't going broke; thinks of ways to finance club operations, runs the club tuck shop. For all this you want a person who likes numbers and can balance an account. It should take two signatures - his and the chairman's - to sign club cheques. This job usually takes several hours a month, so it is often combined with another post. However, don't give it to the secretary; he has the most work to begin with.

SOME OPTIONAL APPOINTED COMMITTEE MEMBERS

23. Club CRO. He is your club's officer in charge of range safety. He has to be a certified range officer. His mission is to think SAFETY FIRST and ensure that it is built into the shooting program. He is responsible for conducting the SAPSA Range Safety Program and using the results in developing and implementing the club's Safety Plan. To do this he uses all the club's apprentice

or qualified range officers. He encourages all the club members to attend the range officer courses offered by SAIRO. He or one of his assistants serves as the range master for the monthly club match. The details of the process to become an RO is available from your provincial SAIRO coordinator.

24. Instructor. This is a job for someone who likes to teach. The SAPSA Training Program should be used as the basis for the club training program. Various advanced training programmes are also available from more advanced shottists.

THE WORKING GROUPS

25. Group Structure. The club has a flat management structure of two layers. There is the committee for overall policy and operations and a talent pool of five loose Working Groups. These groups deal with the five operational aspects of the club's shooting program. They are Match Production, Range Safety, Training Program, Stats & Trophies, Equipment & Facilities. Practical shooters can do all sorts of things but the club runs better when information is shared.

26. Group Leader. Each working group member is an elected or appointed club member who serves the committee as the expert in that area. These members are responsible for ensuring their areas are functioning properly, the other members of their group are being properly trained so the club develops expertise, needs or problems are brought to the attention of the committee and each groups' development status is reported to the committee.

27. Group Members. Since practical shooters are a versatile lot, members may belong to one, some, or all of the working groups, depending on their personal time, talent, and interest. Each group leader has a phone list and data on who can do what in his group. When he gets a job assignment he gathers up the talents needed, then organises and directs their efforts. New members get started in the club by serving with one or more working groups for on the job training.

EXAMPLE: The club needs build a number of props for a big match. The leader of Equipment and Facilities consulted a number of his carpenters on the best designs, then gave the plans and budget to the committee (which contained one of the carpenters) for approval. The secretary announced in the newsletter that there would be a work party after the practice next month - bring carpenter tools. Equipment and Facilities organised the party (tools, materials, reminder phone calls, etc) and directed the club members in building the props. The club provided refreshment for the workers. At the next meeting the group leader submitted his bills and was paid.

JOB DESCRIPTIONS FOR CLUB WORKING GROUPS

28. Match Production Group. Leader: The vice chairman. Mission: Provide expert advice and assistance in all phases of match production. The vice chairman heads a training cadre of match production experts.

29. Match Director of the Month. Mission: Produce the monthly match. He is assembling a team that can do the job. The vice chairman and his experts are often part of that team, working the monthly match in various capacities for the appointed match director. As match is an excellent test of leadership, clubs should use this challenge to train and develop the next generation of club

leaders.

30. Range Safety Group. Leader: Club CRO. Mission: Run the club's safety program. Develop additional club safety rules to the IPSC rules if required. Ensure range safety and keep it up to date. Assist the match directors in ensuring that their stages fit safely on the ranges.

31. Training Group. Leader: Chief Instructor. Mission: Run the club's training program. The skills of practical shooting must be learned. If you want new shooters at your matches and new members in the club, you will have to train them in safe gun handling. Co-ordinates coaching for advanced and top shooters.

32. Stats and Trophies Group. Leader: Club Stats Officer. Mission: Provide the club with a cadre of qualified stats officers by training the members in the techniques of scoring matches and handling match administration. They manage the club classification program. They also obtain affordable awards for club matches.

33. Equipment and Facilities Group. Leader: Club engineer. Mission: Build and maintain club equipment and facilities. Need six new Pepper Poppers or a bulldozer? The members of this group can get things built or fixed. Here is where you find the people who can turn your sand drawing or scribble into the construction for the next match.

34. The Talent Survey. One of the first steps in organising a new club should be the talent and resource survey of the membership. Attach a questionnaire to the membership applications to ask about hobbies, job skills, trades, professions, and connections ("can get ___ wholesale"). Use this survey in organising the working groups.

35. The Club Newsletter or Circular. Leader: Club Secretary. Mission: Keep club members up to date with club, province and national level activities. The purpose of the newsletter is to share information about practical shooting. It can be used to build the image of your club and build attendance by reaching non-members who shoot your matches. The club newsletter can be made self funding by selling subscriptions to non-members. Any club that wants to survive has to attract more than its own members to matches. These non-member shooters should be encouraged to subscribe in order to stay informed about the match calendar. Price the annual subscription at a rate which returns a small profit. See about selling advertising to your local gunshop. Courtesy copies should be sent to the other clubs and the Province. Consider offering to insert other clubs' match announcements and stage information at cost. This gives them a cheap way to advertise and enhances the attractiveness of your newsletter. It is used for the following:

- a. To bring important dates to members' attention.
- b. To notify club members of newly appointed committee members.
- c. To announce the retirement, resignation, etc of committee or club members,
- d. Changes in programme, meetings, match etc.
- e. To give information about new club members.

- f. To ask for co-operation concerning certain matters.
- g. To advertise vacant position/posts, etc.

The newsletter can be on paper and email.

36. The Club's Recognition Plan. As a leader, you have probably discovered that there is no trouble in motivating people to win a match. However, motivating people to produce that match is often a very different story. One of the major reasons is that until now there has been only a one-sided recognition plan in practical shooting. The match and class winners are honoured but what about the people who made the whole event possible, often to the detriment of their own shooting? When was the last time in your club that a Course Designer or RO or stats officer or any of the match team received any recognition for their efforts? You NEED those people more than any match winner. Remember, a match winner will always emerge from a given group of shooters. You can't say the same about a CRO or a stats officer or other skilled people. It is time to recognise, reward and encourage the talents that make your matches (and probably the bulk of your income) possible. See Appendix D for detail.

MEETINGS

37. What is a Meeting. A meeting is when two or more people gather to discuss common interests, set goals and make decisions. Meetings are one of the most popular forms of group communication. People concerned with the efficient running of a club are brought together at meetings to discuss issues concerning the effective running of the club.

38. Types of Meetings. Meetings can be broadly classified into the following categories:

- a. Private meetings.
- b. Committee meetings.
- c. Public meetings.
- d. Informal meetings.

39. Private Meetings. Only certain members of a certain club attend. Anybody else may, however, attend these meetings as observers but they have no right to vote on issues taken.

40. Committee Meetings. Committee meetings are private meetings and consist of the chairman, vice chairman, secretary, treasurer and two or three additional members, such as the leaders of work groups. The committee makes decisions but the members of the club may amend some of the decisions during the annual general meeting. Minutes are kept of these meetings.

41. Informal Meetings. Informal meetings are generally meetings called to discuss certain issues that need immediate attention. Informal meetings are more of a discussion group than a meeting itself. Informal meetings improve communication but beware that it does not replace the

formal meeting.

42. The Attendance Register. The attendance register is a list of names and signatures of members present at a specific meeting. It

- a. prevents arguments of who was present and who not,
- b. indicates how regularly members attend meetings,
- c. indicates which members are absent without excuse, and
- d. is an administrative help for the secretary.

43. Voting. During a meeting there are often times when it is required of the members to vote on certain issues. The normal way of voting is by raising of hands or by secret ballot. The chairman asks those approving a motion to raise their hands and then those against the motion to raise their hands. If an equal number of persons have voted for and against a motion, the chairman normally has a casting vote. It should be remembered that when voting for people it should always be a secret vote. When voting for committee members the following rules should be taken into consideration:

- a. Candidates should be properly nominated and seconded.
- b. Nobody is considered chosen until a clear majority can be determined, a clear majority is one vote or more.
- c. The chairman does not use his casting vote when voting for committee members or any other people.

44. General Rules of a Meeting

- a. Every meeting must have a chairman. If the chairman or vice-chairman are not available the meeting must choose one for that specific meeting.
- b. The quorum is the minimum amount of members present before a meeting can commence according to the constitution. The quorum must be held for the duration of the meeting. If there is not a quorum within 15 minutes the meeting can be adjourned. All decisions made without the quorum are not valid.
- c. All members must show respect for the chairman. A member showing unruly behaviour during the meeting may be asked to leave.
- d. The chairman has the right to adjourn the meeting when all the points on the agenda have been discussed or the meeting becomes so disorderly that it is impossible to continue.

PRACTICAL SHOOTING PROGRAM

SA Practical Shooting Association. January 2006

45. Clubs Need a Steady Stream of Recruits. Club membership fluctuates. As at any given moment some old members are fading away, new ones are joining, etc. If recruiting falls off, the Membership Age Gap appears in the shape of a Black Hole devoid of talent working its way through the membership cycle. No new members this year; no new leaders two years from now. Just Tired Blood. Closing the Age Gap can be trying and tedious.

46. Think of Your Club as a Small Business. Your club is a co-operative business venture to provide a service in your marketing area. You face the same challenges as any small marketing, building a customer base, product development, education, making a profit, capital investment decisions, recruiting talent, etc.

47. The First Law of Program Development. This is probably the determining factor in your club's success. This law states that GOOD PROGRAMS DO THEIR OWN RECRUITING. If you have an attractive program let people know about it, you will find a steady growth in "shootership" at your matches and membership in your club. If you have an attractive program, you will gain referrals. New members will want to share it with their friends. The word spreads, and this is the best form of advertising you can have. If you don't have a good program, then good advertising will bring them in, but they won't stay. We call this the Foot Vote. Be alert for it. Monitor and graph match attendance.

48. Club Brochure. This is a four page brochure that fits on the front and back of a sheet of A4 size paper. The four pages must be reduced in size on a single page (A5 pages onto an A4 page).

ACTIVITIES AT THE RANGE

49. Activity Date and Time. It is recommended that the weekly sport activities always start at the same time to ensure that the members can plan accordingly. The same holds true for competitions and other activities such as coaching sessions, practices etc.

50. Procedure at Range. Shooting should only start at a certain time to ensure sufficient time for administration. This administration includes introducing new members, notice of club functions and activities such as working days, detail of competitions, changes to rules, detail of the activities for the day, financial matters, restrictions, etc. This also allows members to talk informally with the committee and other members to catch up on the latest.

CLUB MEMBERSHIP POLICY

51. What Are Your Standards? This is something very basic. In fact, it should be in your bylaws. What are your requirements for membership? Do you require sponsorship and/or credentials or will you take anything that's warm, breathing, and has the money? Is there a waiting period? Look organised. Sort this out ahead of time. What do you expect a member to do to support the club? What does it cost? How does one apply? How do you screen applicants to weed out undesirable elements?

52. Membership Requirements. Membership requirements should be put in writing in a handout. If someone asks, give him a copy. Warn him that club members are expected to contribute time and talent to making the club work. This warning can empty the room of almost

immediately. If they are still there and interested, they can take the next step.

53. Applying. The next step can be appearing at the next club meeting to apply for membership. This provides a graceful PAUSE in the process - time for him to read the material and make an informed decision. If he doesn't show, you've saved everyone trouble. Design the process to provide easy-outs for those with lukewarm interests; it will cut down on the number of non-contributing members that have to be serviced. Don't give prospective members the impression that you're after them. The prospects will immediately wonder 1) WHY? And (2) WHAT'S WRONG? THEY SEEM VERY ANXIOUS. The more prestigious and desirable clubs are the more exclusive and harder to join. See Appendix E for an example application.

54. Screening Applications. How do you ensure that you are not admitting someone with a record or other undesirable qualities? Clubs don't want to infringe on the privacy of the applicant without consent. At the same time, the wrong sort of member can greatly damage your club's reputation. A good requirement is a firearms licence. This implies that the holder of the license has already been screened by the police.

55. Getting Acquainted. It's a good idea to have a mentor for the applicant who will introduce him around and get him settled in. A "big brother" (experienced club member) can begin to teach him what he needs to be a productive member.

56. Ensuring Membership Privacy. Shooters have legitimate security concerns about their privacy. Do not release information about them without their permission.

57. Accepting the New Member. When a member has been voted in, present him with tokens of membership. Some ideas are a card, hat pin, badge, hat, shirt. The Secretary should have a filled out membership form in the files; the Treasurer should have the money. The new member should be involved in club activities (put him to work). Remember that the normal tendency for a new member is to (1) keep mouth shut, (2) back to the wall, and (3) eye on the exit. Make an effort to involve the new member in your activities from the start. It pays off in the long run. Issue a membership card, see Appendix F for an example.

EQUIPMENT

HOW TO BUILD EQUIPMENT

58. Introduction. We'll assume that you're a new club with a limited budget, wondering what equipment and facilities it takes to produce your first practical shooting match. We'll begin with the basics and expand.

59. Wanted: Your Ideas. There are all sorts of interesting designs and gadgets that have been developed by clubs. Do not be shy in copying them, but first make certain that they are practical and usable by your club.

60. Funding or Finding Your Equipment. Once your matches begin to show a profit, you can begin to build equipment for each match and include the cost under expenses. This way you add equipment as you can afford to pay for them. If any of your members or contacts are in the

construction business, talk to them about scrap wood from the site. The stuff they burn as waste can be turned into barricades, range tables, wall supports and all sorts of other toys.

61. Construction Tips. Building is basic carpentry. No great degree of skill or specialised tools are required, power tools are a bonus if power is available. Screws hold better than nails. To keep your buildings together over the years, use the appropriate size of screw. Nails are used to temporarily nail props together for a match. Think about giving the props a coat of a good exterior paint. If you have a common colour scheme it makes things look professional.

62. Security. To secure props on the range, include a 50mm hole where needed so that a stainless steel cable with swaged ends can be run through the props and locked. Combination locks give excellent service and you can change the combination.

TARGETS AND STANDS

63. The Target System. This consists of a target and supports to hold it. The SAPSA recommended target support is wooden uprights to which the target is stapled, inserted in

- a. 50/75mm square tubing with a 10mm bar or angle iron welded to one corner, sharpened to drive into the ground. Two of them are used to hold the upright for each target stand.
- b. or an H frame of 50mm angle iron with the square tubing welded the width of a target.

Insert brandering/wood uprights into the square tubing and staple the target to the wood. Buy the brandering in bundles, reuse it several times, then finally use the pieces for firewood. Moving targets similarly have wooden supports fitted into square tubing in a target width frame.

HOLDING THINGS UP OR DOWN

64. Weighted Plastic Buckets. Obtain a supply of 20 litre plastic buckets with lids. For each bucket you need a piece of plastic pipe to accommodate the wooden or other uprights. Check this length against your buckets. There must be space for your hand to hang onto the handle and avoid the pipe when carrying the bucket. Drill a 12mm drain hole in the centre of the bottom of the bucket. Using a hole saw, drill a hole in the lid to accommodate the pipe. Centre the pipe over the drain hole in the bottom of the bucket. Tape the pipe to the bottom of the bucket and pour in about 5 to 7 cm of concrete for weight or 15 cm of gravel and clay, compacting it around the pipe. Replace the lid. Now you have a weighted bucket that can be used for a number of jobs.

- a. Pure Weight. Use the bucket as a large paper weight.
- b. Portable Sign Holder. Mount your sign on a piece of wood (targets make quick signs). Put the bucket where needed and insert sign.
- c. Portable Adjustable Vision Barrier. Staple a length of plastic, shade cloth or hessian between two posts at the appropriate height. Roll it up like a blind. Place two

buckets where needed. Insert one leg of the vision barrier in a bucket, unroll and insert the other leg in the second bucket.

65. Target Bases From Tire Rims. This is not recommended due to the possibility of ricochets.
66. Cheap Sand Bags. Get some sturdy plastic rubbish or shopping bags. Put one inside another. Fill the inside bag with TWO scoops of sand, NO MORE (or the bag will rip), expel the air and tie the neck. You now have a sand bag. If you are holding a popper down with this, it will be shredded by the end of the day. Not a problem. Slip a fresh bag over the sand bag and retie.
67. Old Tyres. Old tyres are commonly used to build walls, vision barriers, bullet traps, break the fall of poppers, etc. As bullets can ricochet off steel-belted tyres, don't use them in the line of fire. Be very aware of the possibility of ricochets from tyre. They are excellent for making backstops and berms quickly as long as they are covered sufficiently by bullet catching material such as sand or soil. Don't depend on them only to stop a bullet.
68. Sections of Log. Sections of log about 30 cm or larger in diameter and at least 50 cm long, with ends squared off, are excellent for plate stands or protecting vital bits of equipment.
69. Shooting Box. A standard 1m x 1m box made of four 1m lengths of brandering screwed together and strengthened by plywood corners if no movement is required. Or use thin steel bar bent and welded in a square. Add short spikes to keep it from moving.
70. Bianchi Barricade. The Bianchi Barricade is a 1 m x 2m wall, plywood-faced, mounted between a pair of 2m side supports to create a shooting box 1 m long behind the barricade. The side supports extend forward about 1 m to give support. The barricade is braced with a pair of diagonals extending forward from the rear edge.
71. Low Barricade. The standard low barricade is 1 m x 3m with side supports which form an open ended shooting box behind the barricade. A bolt-on shooting slot along the top is a handy option. This barricade is framed and lies on top of a pair of side supports laid flat to minimise the possibility of tripping the shooter.
72. High Barricade or Wall Section. The high barricade is built in the same manner as the low barricade, but the 2m side is vertical. Consider making the side supports and diagonal braces of the high barricade removable bolt-on units. This will allow you to use barricades together as wall sections, joining them with screws or nails.
73. Pepper Popper. As in the IPSC rules. Shooting at a popper will eventually bend the steel plate if it is of inferior quality. When the plate starts to curve, turn it around. That's why you must have a removable cross bolt. Failing that, you have to straighten the plate with a sledge hammer.
74. Inexpensive Signs. Sign painters are expensive. You can dress up your match with custom graphics or make range signs by using computer graphics and enlarging the results.
75. Portable Shelter for a Big Match. If your club doesn't have a large club house, but needs shelter a few times a year, build your own. The shelter uses heavy plastic sheet stretched over a

framework. The framework consists of two end frames and two-piece ridge pole with centre support. The end frames are bolted together from four pieces of timber and reinforced with plywood corners. Attach pieces of carpet, tyre or inner tube to the corners and top of the frame to prevent wearing holes. Ropes from the top of each end frames leading to two heavy stakes stretch the sheet and hold the shelter down. Add guy ropes from the top of the comers and centre.

TRAINING

76. Introduction. The unit standard for dedicated sport persons should form part of the training for all new members, when it becomes available. It is only after this that they can become dedicated sports person, but it is a good selection tool.

77. Groupings. To ensure that training progresses logically, the following three broad groupings is suggested to accommodate the various capabilities of practical shooters:

- a. Beginner.
- b. League.
- c. Dedicated sports person.

78. Beginner. After a minimum of about 16 hours instruction, the beginner will be tested for safety and proficiency in that order. The test must take into account safe gun handling, technique, time and hit the scoring part of the target with at least 50% of the shots. Those who pass the test will be promoted to the league class and their membership cards endorsed accordingly. Those who fail will be retested in the exercises they failed in. If they fail twice more they start all over in the beginners class. Maximum time in the beginners class is three months.

79. League. The same procedure as for beginners except that the member must attain a minimum score of 50 %. Hereafter the member may participate in leagues.

80. Dedicated Sports Person. The member will be assessed against the relevant unit standard and must participate in leagues hereafter.

BUSINESS PLAN

81. Compiling a Sport Plan. Club chairmen must compile a sport plan annually to manage practical shooting in their club effectively. The SAPSA business plan provides direction to SAPSA's activities and serves as a guideline for provinces and clubs to compile their own.

82. Sport Council. The SA Sport Council's "Planning For Sport Development" is a good guideline and can be used in addition to this manual to ensure the proper execution of the sport plan. The contents of this manual complies with the framework of the SASC's guide.

83. Marketing. Chairmen must do everything possible to market practical shooting. The chairman of each and every province and club is responsible for:

- a. News coverage of sport activities in the local media and publications,
- b. Keeping record of sport statistics of his club.
- c. Keeping record of news provided to the local media
- d. Evaluating the local media for reaction to requests for publicity.

See Appendix G for more detail.

LOGISTICS

84. Logistic Matters. Practical shooting facilities.

FINANCES

85. Financial Matters. Chairmen must plan for the funds required for running their club. This includes identifying donors and sponsors and initiating projects. Chairmen are responsible for the healthy management of their club funds.

86. Responsibility of Treasurer. The treasurer is responsible for the financial management of the club. If he is not suitably qualified, he should work in conjunction with a qualified accountant.

87. Budget. Every club normally plan activities for the year ahead. These activities must be quantified in money and their planning for the income for the coming financial year must be based on this. Almost every plan has financial implications, therefore it is important that a budget is drawn up well in advance and that it is approved by the committee members, to ensure that funds are readily available when needed. A budget must make provision for expenditures (money spent by the club, accounts etc) as well as income (money received). A budget should reflect clear goals for the year.

88. Control and Co-ordinating. The budget is the committee's most important control and co-ordinating element. Money that has not been budgeted for may not be spent (control) on activities not planned for. Funds should be available on the date they are needed to pay for activities that have been planned for by the budget (co-ordination). The availability of funds will determine the activities that the club can carry out.

89. Approval of Expenditure. All expenditure must be approved by the committee.

90. Bank Account

- a. No more than three persons must be authorised to sign the withdrawal slips, preferably the chairman, treasurer, additional committee member. Two of the authorised signatories must sign all withdrawal forms.
- b. All deposits should be made by the treasurer as this would ensure better control over receipts.

- c. If possible the club cheque account should not be opened at any of the same branches where the committee members have their personal cheque accounts.
- d. The cheque account should be opened only in the club's name.
- e. Statements should be regularly checked and balanced.

91. Petty Cash. Do not keep petty cash. If essential:

- a. Proof should be obtained of every cent spent from the petty cash.
- b. Payments should not be made before approval by an official decision and two signatures of committee members.

92. Financial Records. The primary task of the treasurer is to draw up the financial records/reports. It must be done in such a way that it is acceptable to both the committee and auditors. The following books should always be available:

- a. A book recording all income and expenditures, journal and ledger (except for trust accounts).
- b. All minutes of meetings for inspection of the approval of expenditures, the old and new committee members, etc.

93. General Hints

- a. The committee members should not be appointed for more than 1 year.
- b. The treasurer should be changed every year.
- c. Never make payments without the necessary proof.
- d. Never make payments without the necessary signatures.
- e. Committee members should maintain and act their specific portfolio's, eg the treasurer should not try and act the chairman, the secretary should not act as the Treasurer, each member must do what they are appointed to do.
- f. Never use the club's order forms for personal use.
- g. Never do anything for your personal gain.

ACCOUNTING RECORDS

94. Receipts

- a. A pre-numbered receipt book must be kept.
- b. The treasurer must make out a receipt for all moneys received. The receipt must record the amount received, who it is received from and the type of funds (eg subscriptions, donation, cheque, cash). The carbon copy of the receipt must be retained in the receipt book - the top copy may be given to the person handing over the money. The receipt must be signed by the treasurer.
- c. All moneys received by the treasurer should be deposited into the bank account as soon as possible, preferably the same day or the first banking day after receipt.
- d. All receipts should be recorded in the cash book at least once a week.

95. Payments

- a. All payments must be backed up by some form of documentation eg an invoice or a cash sale slip.
- b. These documents must all be kept in a file, preferably in order of payment. Once the amount is paid, the treasurer should record the date of payment and initial it to ensure it does not get paid more than once.
- c. Each payment should be approved by the committee preferably before being made. If this is not possible then at the very next committee meeting. Each payment should be approved and recorded in the minutes of the meeting.
- d. Each payment should be recorded in the cash book immediately after it is made.

96. List of Members. The treasurer should have a copy of the club membership list. As each member pays his subscription the treasurer should move the name off his list. This way he has a record of who has paid and who has not paid. The treasurer must ensure that all members pay their subscription fee each year.

SPORT POLICY

97. Policy is determined by IPSC for sport specific aspects. Sport and Recreation South Africa and the SA Sport Council determine sport policy in general in South Africa. The SA Sport Shooting Federation [SASSF] is our co-ordinating body for the shooting sports.

HOSTING A COMPETITION OR CHAMPIONSHIP

98. Guidelines for hosting a league or championship are attached as Appendix H.

CONCLUSION

99. It is trusted that this manual will meet most of the requirements for good and effective and efficient club administration. It can be expanded to contain many more aspects of practical

shooting, but covers all the basics. Clubs can include any other aspects to suit their requirements.
May your club prosper!

Compiled by Col Daan Kemp 1997. Edited by Maj Dion du Bruyn 1999. Edited for SAPSA by Daan Kemp
November 2004.

THE CONSTITUTION OF THE CLUB

The constitution of a club usually involves the following aspects.

1. The name of the club.
2. The aims of the club.
3. Membership requirements.
4. The Committee. This includes the following:
 - a. Establishing a committee by election.
 - b. Duties and privileges of the committee members (office bearers).
 - c. Term of service on committee.
5. Meetings. Types of meetings and how regularly they will be held, eg:
 - a. Committee meetings.
 - b. Annual general meeting for all club members.
 - c. General meetings.
6. Financial Matters. Include these in the rules or bylaws additional to the constitution, as they are items that change often. The constitution must only state that there must eg be membership fees as decided upon, etc.
 - a. Membership fees.
 - b. Opening a bank account
 - c. Bookkeeping
 - d. Auditing
 - e. Financial reports.
 - f. Official yearbook of the club
7. Procedure of Meetings
 - a. Notice of meetings. In the constitution it is determined how many days before a

meeting notice will be given and how.

- b. Quorums.
 - c. Voting and voting rights.
 - d. Procedures relating to the alteration of the constitution.
8. Disciplinary procedures.
 9. Action to be taken when the club dissolves.
 10. Acceptance and commencement of constitution.

SAMPLE BYLAWS

FINANCES

1. Per Capita Fee. A per capita fee of R ... per member per year is compulsory for all SAPSA members. Money is payable yearly by the end of May.
2. Bank Account. The bank account will be at the ____ branch of the ____ bank. The chairman, secretary and treasurer alone will have signing rights. Two signatures are essential for any withdrawal from the club account. All moneys must be paid in within two days of receipt.
3. Bookkeeping. The club treasurer will keep the following books:
 - a.
4. Financial Reports. The treasurer must compile a budget for each financial year for approval at the AGM
5. Entry Fees. The province will determine the entry fees but the club will determine who pays team and individual entry fees. The following can be considered:
 - a. Open.
 - b. Standard.
 - c. Ladies.
 - d. Seniors.
6. If a member does not inform the chairman or secretary of not being available for a team he is liable for the expenses incurred for his intended participation in the team.

SELECTING TEAMS

7. Teams will be selected as determined by IPSC Rules, on merit according to the club and provincial logs. The last member will be selected by the selectors on merit. The committee has the authority to change the team in the interest of the club.

RANGE DISCIPLINE AND SAFETY

8. All IPSC Rules apply for the sport at all levels of participation.

DISCIPLINE

9. Dress. The image of the club must be protected at all levels of participation. Torn, dirty or

inappropriate dress is not allowed. No camouflage clothing or uniform will be worn at any club or higher activity except by military or police while on duty. Club dress will be worn at leagues and higher matches. Dress for prize giving will be jacket and tie. Members of club and higher teams will be clean shaven and appropriately dressed to promote the name and image of the club.

DUTIES OF MANAGEMENT

10. Chairman

- a. The conduct of practical shooting as a sport in a organised and cost effective way.
- b. Etc.

11. Secretary

- a. Keeping minutes and disseminating them.
- b. Etc.

12. Treasurer

- a. Proper care of club funds.
- b. Etc.

DUTIES AND RESPONSIBILITIES OF COMMITTEE MEMBERS

CHAIRMAN

1. He is the spokesman of the club, society or association.
2. He must take a leading role in the carrying out of the aims of the club or association.
3. He must ensure that the club acts correctly, even if that is against the will of the majority.
4. He must personally make sure that matters arising from the minutes are dealt with and that no decisions against the constitution are taken.
5. He must ensure good control over the financial matters of the club.

VICE CHAIRMAN

6. He takes over the duties of the chairman when he is absent as well as duties and tasks allocated to him from time to time.
7. He is the primary training person of the club.

SECRETARY

8. The secretary is responsible for all administration of the club except financial matters.
9. Keeps minutes of meetings held by the club.
10. Does all correspondence and is responsible for filing all correspondence.
11. Is the contact person between the different clubs and his/her own club.
12. Prepares the agenda for a meeting.
13. Sends out the notices of all meetings.
14. Gives the results of all decisions made during meetings.
15. Keeps a namelist of all members as well as their addresses.
16. Works closely with the chairman and treasurer.
17. Prepares the yearly report and sends it out to members in typed form.

TREASURER

18. Is responsible for all the financial matters of the club.
19. Controls and keeps register of all the money belonging to the club.
20. Controls all money coming in and all money spent.
21. No purchase may be made without the signature of the treasurer.
22. Collects membership fees, issues receipts and keeps duplicates of each receipt.
23. Opens a bank account on behalf of the club.
24. Makes sure the bank has a copy of the chairman's signature.
25. Should make use of a deposit book for all monies which are deposited into the bank.
26. Keeps proof of all cash payments.
27. Should present a financial report or statement to the annual general meeting of the club. Chairman should first examine the report/statement and sign it.
28. Should keep all records for at least six years before destroying them.
29. The authority of the committee should be obtained before any payments are made.
30. It is preferred that all money received should be paid into a bank account and that all payments be made by cheque. Accounts should not be paid in cash form.
31. Ensures regular audit.

ADDITIONAL MEMBERS

32. Additional members form part of the committee, work parties, etc. They are in charge of personnel, logistics, etc.
33. They carry out certain tasks given to them by the chairman.

RANGE OFFICER

34. Co-ordinates the employment of range officers at level I and level II matches and tournaments.
35. Maintains a record of ROs for grading and promotion purposes.
36. Supervises the activities of junior range officers and mentors, etc as applicable.

37. Acts as convenor of the disciplinary committee in conjunction with the chairman, for cases of RO conduct to the detriment of the club.
38. Regular liaison with the chairman of the provincial SAIRO for courses, training, promotions and general range officer matters

AWARDS SYSTEM

1. The Recognition Plan. Each club is free to develop a recognition plan which meets its own needs. A model with three skill levels in each category is shown below.
 - a. The Level One plan is used as an example to get you started. For simplicity, only the first of three levels of skill in all categories other than range officer is used.
 - b. The secretary needs to keep a Service Log of members who have accumulated the requirements for the various awards.
 - c. There is no time limit. Keep listing the member's contributions until he qualifies. Make the award and continue listing for Level 2.

Example: Jan de Val designed 3 stages in January and another 3 in July and was match director twice. In your Service Log under Course Designer you'll show Jan's contributions:

Jan de Val 1/98(3), 7/98(3) *CD 1 AWARD,

Under Match Director

Jan de Val 1/98(1), 7/98(1)

2. Course Design. Unless someone with imagination, talent, and a thorough knowledge of the rules designs and then documents at least three courses of fire per month, we don't have the basic ingredients of a match.
3. Stats Officer. Accuracy, attention to detail and knowledge of rules and scoresheet design are needed to handle this job. The stats officer is one of the key three match officers and works as the match administrator, setting up and running registration and the stats office.
4. Match Director. Challenging is the word that best describes directing a match. Beginning well in advance, the match director begins to weave together the numerous threads that culminate in a successful match. As the match director has the final word on numerous decisions, the task demands people with the right blend of artistic talent, knowledge, leadership and executive ability.
5. Instructor. If we are to develop new shooting talent, we need trained instructors to teach those skills. Because engraving costs money, engrave TRAINER or INSTRUCTOR on the pin.
6. Range Officer. The most important members ensuring safety. As for above.

ANNUAL SERVICE AWARDS

7. Worked Five Events. This is a general incentive award which combines all service at your matches and other events held during the year. It rewards those who might not qualify for the skill

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awards, but who help set up and produce these events. Check your activity and RO time reports to see who worked which matches. Another option is for the club to vote how many matches a member must work to be eligible. Use 50 % as the cut off and engrave the pins with the events worked: 8 in 97, 9 in 98, etc. These are presented at the Annual General Meeting. Another way to get members to attend the AGM.

8. Club Officers. Recognise the service of your officers. Present these Service Pins to them for their year of service.

9. Club Founder. If your club has been established for a while, the beginning of this recognition plan is a good time to honour those who got you started.

10. Level 2. Your club decides on the criteria for the Level 2 awards. For simplicity duplicate Level 1 requirements. Thus, a Level 1 match director who has directed an additional four matches after receiving the MD 1 award would receive a match director 2 pin.

11. Award of the Club Sport Badge/Colours. The club needs to have a blazer badge which can be used by men and women at formal sport events. Rules for the award of the Club Sport Badge could be the following::

- a. Members of teams representing the club officially at leagues.
- b. The manager and coach of official club teams after officiating number of times.
- c. Members of the management who have served for at least three years uninterrupted in that capacity.
- d. Range officers officiating at national level or higher competitions for number of times.
- e. For exemplary conduct to the club.
- f. For exemplary conduct to practical shooting in general.
- g. For participation in international competition not recognised with national colours,
- h. For any other reason deemed suitable by the committee.

12. Guidelines for Awards

- a. Colours may be awarded for one single action, one match or tournament, or over a long period of time.
- b. Colours may be awarded more than once to any one person for any of the above reasons.
- c. The colours award must be approved by majority vote of the committee.

- d. Colours will be the club emblem/logo in colour, worn on a dark blue blazer at formal functions. Only the pocket badge will be awarded, the recipient will have to obtain the blazer at own cost.
- e. Club colours for team participation will be a shooting shirt, using the colours of the province, with the club emblem/logo on the front or back. Further specifics of the shirt to be left to the team and the occasion, but approved by the committee. Pants possibly khaki/blue in short or long.

NOMINATION FOR COLOURS: PRACTICAL SHOOTING CLUB

Name

Motivation

Full description activity or occurrence cited for

Description of personal qualities such as sportsmanship, loyalty, etc.

Chairman

Date

MEMBERSHIP CARD

<i>Front Page</i>	<i>Inside page</i>			<i>Inside page</i>				<i>Back page</i>		
PROVINCE	LEVEL OF PROFICIENCY			ATTENDANCE				Subs for 20..	Date Paid	
..... PRACTICAL		Pistol	Rifle	Shot-gun	Date	Initial	Date	Initial	Club	
SHOOTING	Basic date								Province	
CLUB	Instr								SAPSA	
PLACE	Intermediate date								SAGA	
Member Particulars	Instr									
Name	Dedicated date									
ID No	Instr									
Issued By										
Date										
Secretary										

Notes

1. Print in A-6 size, pages as indicated.
2. Issue annually, completing only relevant portions.
3. Register signatures of those allowed to sign the card

MARKETING AND SPONSORSHIP IN SPORT

INTRODUCTION

1. Sport and sponsorship face a more difficult task than an ordinary marriage, because in marriage it is usually a problem between two people - a husband and a wife. In sport we have at least the following:
 - a. A sport, run by administrators of varying levels of expertise and agendas.
 - b. A sponsor, in sponsorship for various reasons.
 - c. A promoting company trying to make everyone happy and still make a living for themselves.
 - d. Participants with varying expectations of what the sponsor should be doing for the main actors.
 - e. The media who need to be convinced that the event is worth covering.
2. Whether one talks about a three legged stool consisting of the sport, the sponsor and the media, or a five legged stool consisting of the sport, the sponsor, the promoting company, the participant and the media is not the crucial point. The crucial point is rather, that we recognise that there are a number of key players or partners in every sponsorship investment. Obviously the more key players or partners the more steps need to be taken, to ensure that "IRRECONCILABLE DIFFERENCES" are not quoted as the reason for the divorce between the partners.
3. This appendix merely highlights some of the expectations of the partners in a sponsorship and not the number of partners involved. The two expectations are:
 - a. What the sponsor should expect from the sport.
 - b. What the sport should expect from the sponsor.

WHAT THE SPONSOR SHOULD EXPECT FROM THE SPORT

4. The sponsor is involved in sponsorship for a number of reasons from social responsibility to particular product launch to a pure interest in sport. What is certain is that most sponsors have a good understanding of the sponsorship industry and what it can do for them.
5. Just as a company invests in many activities to earn a fair return, so they should expect a fair return of their investment in a sponsored event. A point taken from investment theory is worth mentioning here, as the same theory applies to sponsorship:
 - a. In investments there are variables, risk and return.
 - b. If risk is fixed than one would attempt to maximise the return.
 - c. If return is fixed then one would attempt to minimise the risk.

The sponsor wishes to maximise return and minimise risk.

6. Different sponsors may expect different things from different sports but sponsors need to feel comfortable about the way in which the sport is managed. No matter how appealing the prospective investment is, the sponsor will have second thoughts if the perception is one of poor management. A sport needs to be managed professionally. Amateur sport in particular cannot afford to be amateurly run.

7. The sponsor needs to feel comfortable about the event that you, the sport, is trying to sell to him. We must realise that it is the duty of the sport to tell the sponsor everything about the event. The where, when, who, how and why's need to be addressed in the proposed document. We cannot expect any prospective sponsor to find these facts out for themselves - it is purely and simply the duty of the sport.

8. In life today, we as sport managers need to "sell" ourselves and our dreams and ambitions if we want to get anywhere. It is a competitive world out there with limited resources (by way of sponsors and sponsorship funding), and we need to be better than anyone else in the market if we hope to attract sponsors.

9. Questions we need to ask ourselves:

- a. How does my sport rate?
- b. How strong is my club/province administration, manpower, planning and marketing systems?
- c. Is there a particular person solely responsible for communication to the press, participants, spectators, etc?
- d. Ask yourself:

Do you believe that you have given the sport a quality event?

What did we do right

What did we do wrong?

What needs to be done?

The final question and the acid test is, will the sponsor happily become involved again. If not, then somehow something got fouled up. Irrespective if it is your fault or the fault of the sponsor, you need to find out what went wrong and ensure that it does not happen again.

10. The grapevine of sponsorship failures is a strong one, keep your name off of the black listed category. Rather have sponsors CHASING after you! If indeed we wish to "get" and "keep" the sponsor then we, the sport, need to draft a detailed check list. This list must address all, repeat, all of the activities that should and must take place at an event.

11. The first step is to appoint an event liaison officer and where possible a team of workers. Not only should we appoint such an individual but we need to tell everyone concerned who this person is and where he may be contacted. This may sound like an almost unnecessary statement to have to make but it is necessary. We need to communicate the obvious to ensure that things run smoothly. Tell the press, the sponsor and all relevant parties who the lucky person is who has been blessed with the task of being liaison officer.

12. The liaison team must be responsible, with the administrators and the sponsor, in drafting the event check list. It is, however, the sole responsibility of the liaison team to carry out the items on the list. The number of items on the check list may vary depending on the event itself, but by way of example the following

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items should appear:

- a. A press pack, giving dates, times, participants, special attractions, programmes, parking, seating, refreshment arrangements, etc. Send several additions out and then also have them available at the venue.
- b. A sponsors pack, giving the above and including such items as presentation of awards, speeches to be made, etc.
- c. Sponsor's proposal pack, to be presented at time of negotiation but containing aspects such as number of banners and signage allowed, contract conditions, etc. It is worthwhile even ironing out how many times the sponsor wants the company name mentioned in the event.
- d. Event communication results, changes in line-up, participants, etc must be communicated swiftly to the media and particularly to the spectators. There is nothing worse than sitting in a stadium as a spectator and now knowing what is going on around you.

WHAT THE SPORT SHOULD EXPECT FROM THE SPONSOR

13. It is the role of the sport manager to promote his sport. To achieve this he needs to ensure a high and continuous level of competition to his competitors. The sports manager needs to formalise in his own mind what this role and what the role of the prospective sponsor is.

14. The sport must realise that it is the sponsor's money that is being invested and, although the sponsor has not purchased our heart and soul, he does have the right to become involved in the event. Particularly so if he makes use of a public relations company to assist him in the project.

15. The sport must realise that the sponsor may come with some fresh ideas that will add to the quality of the event. A fresh approach could just be the thing that makes the investment a success.

16. The sport should expect the full co-operation, understanding and trust of the sponsor in assisting in staging a successful event. To identify who should do what, a formal contract must be drawn up as well as an action check list of who is to do what by when. This check list should be jointly drawn up and tasks allocated to skills available.

17. It is always worthwhile having a member of the sponsor promotion team sit on the organising committee of the event. Get them happily involved! It also spreads the risk of failure while increasing the chance of success!

18. The sport should ensure that the sponsor accurately handles the presentation of the event in a tasteful manner. The event should be run in good taste.

19. The sport should expect the sponsor to keep the media informed of all developments leading up to the event. It is, however, the responsibility of the sport to appoint a press officer that keeps flow of information moving to the sponsor.

20. The sport expects the sponsor to treat the participant and spectator as more than just a medium to promote his product. Most participants perform better in front of crowds and the last thing that is needed is for the sponsor to put unnecessary pressure on the participants. The sport should expose their participants to the sponsor and the media but at the same time the sponsor must be made to realise that this exposure must be controlled. This should be sorted out at an early stage, usually with the blessing of coaches or managers.

SUMMARY

21. One may fuse the expectations of both the sponsor and the sport by saying that the greater the level of understanding and co-operation between the parties the more likely the chances of the event being successful.
22. Don't underestimate the amount of detailed work required in keeping everyone in the picture. Plan for the handling of changes and don't let amendments throw months of work out of the window.
23. Sponsorship is a pure business decision made by businessmen. Match the same principles and become totally professional in their management. Successful sponsorship investments are staged by sponsors and sports that strive for excellence.
24. When applying for sponsorship there are some important aspects that should be remembered:
 - a. Always approach the sponsors professionally ie neat and direct.
 - b. Before applying for sponsorship, do research about probable sponsors.
 - c. Prepare a detailed explanation of how the club can benefit from the sponsorship.
 - d. Provide details about committee members.
 - e. Specify the use of sponsorship to the finest detail.
 - f. Indicate the coverage eg TV, press and number of people to be involved,
 - g. Indicate if any sport personalities will be involved and the teams participating.
 - h. When a sponsor has been chosen, inform the sponsor by telephone of the intention to apply for a sponsorship and make an appointment.
 - i. When the appointment has been made make sure you see the person involved personally.
 - j. Attend the appointment neatly dressed; punctually and have with you a well prepared application.
 - k. Be well prepared for questions.
 - l. Report back to the club/province.
 - m. If the application has been successful write a letter of thanks to the sponsor.

HOSTING A PROVINCIAL OR NATIONAL LEVEL COMPETITION

CONTENTS

Applying to host a shoot
The range
Functions of the shoot committee
The course of fire:
 things to consider
 planning the shoot
 diagrams
 scoring and penalties
The match as a whole
Chronographing
The match booklet
The countdown
Checklist

APPLYING TO HOST A MATCH

1. Apply to the province well in advance for a date for your match. The SAPSA programme for each year is organized soon after the AGM of the previous year, ie the request should be submitted by mid-year.
2. Once the date of your match has been confirmed, get a Shoot Committee together. You will probably need to start organising for the match at least 90 days before the match.

FUNCTIONS OF THE SHOOT COMMITTEE

3. Draw up a course of fire (see below). This draft copy of the course of fire is to be sent to the province and the Province SAIRO member to reach them **NOT LATER THAN 60 DAYS BEFORE THE MATCH**.
4. Take stock of equipment available and required. The match scoring system (WIN MSS) will help as one if the functions can provide a list of stuff needed for your COF.
5. Organize the building of any equipment needed.
6. Once the course of fire has been returned by the Province and Province SAIRO, make any changes and see to the printing and forwarding/posting of the course of fire. The course of fire is to be sent to the provincial clubs AT LEAST 30 DAYS BEFORE the match.
7. See to the availability of targets, patches, score sheets, timers, overlays, clip boards, etc.
8. Organize the purchase of prizes and see that any necessary engraving is done.
9. Organize ablution facilities and water for washing hands (if no running water available). Basic commodities are essential and matches cannot take place where facilities are inadequate.
10. Organize range officers, assistant range officers and range helpers. Arbitrators must also be nominated and these should include range officers from different clubs.

11. Organize a group of people who will act as range construction and demolition.
12. Arrange for catering.
13. Arrange for people to run the stats office and scoring system.
14. Organize your scoring system. See that the match details and competitor details are entered into the computer.
15. Print competitor labels/score sheets as required. Have envelopes ready addressed for final instructions, squadding details and results. These should be sent to all competitors and to each club and the provincial body. Make sure you have enough labels and computer paper in stock.
16. Send out final instructions and squadding details at least 2 weeks before the match.
17. Make arrangements for a prize-giving. Try to make this at a time and place where the bulk of the competitors will be able to attend ie consider those who have travelled far.
18. Consider the use of a blackboard or similar writing surface at each range, where the Range Officer can enter fastest times or highest scores to add interest and incentive for shooters and spectators.

COURSE OF FIRE

THINGS TO CONSIDER

19. Take into account the number of competitors you can and will accommodate.
20. Look at your range facilities and decide how many matches you can run simultaneously.
21. Look at the terrain and plan to make the most of it ie make use of natural obstacles and vegetation provided this does not interfere with safety.
22. Plan on a course of fire with approx 100-150 rounds.

PLANNING THE MATCH

23. Plan your match with a good variety of stages.
24. Try to include a variety of distances, number of shots to be fired in any one position, starting and shooting positions. Include competitor movement and target movement.
25. Where possible, do not design a stage which limits the faster shooter's ability to have a shorter time than the rest, ie do not make a shooter wait for the appearance of a target. Allow for options.
26. Include reactionary targets, which have spectator appeal.

DIAGRAMS

27. Indicate all distances to targets and target heights, where applicable.
28. Give dimensions of start boxes, shooting stations, barricades, windows etc where applicable.

29. Indicate clearly which are shoot targets and which are penalty targets.
30. Where targets are partially obscured include an illustration to show which parts of the target are exposed.
31. Label all targets and plates clearly.

SCORING AND PENALTIES

32. Maximum time limits on stages are not necessary and simply serve to provide the range officer with a mammoth problem as to how to know when the time limit has been reached. Should a maximum time be necessary, this should be marked by targets which turn away making it impossible for the shooter to shoot further.
33. Do not introduce switches or activators which must be activated by the competitor during the course of a stage other than at the start, except where these devices will be automatically activated when the competitor passes them eg when proceeding through a door.
34. Where a shoot target is to be activated by shooting down a steel plate, that target should be hidden from view until the plate has been shot down.
35. Avoid the possibility of shoot throughs by checking your course layout thoroughly. Should a target become hidden by a penalty target it might be necessary to introduce a metal or rubber backing sheet to the front target so that it is not possible for shots to go through this target.

THE MATCH OVERALL

36. Once your whole course of fire has been designed, take a look at the overall effect. Have you achieved your goals to provide a match with variety, interest, spectator appeal, practicality and stages which suit both the fast and the accurate?
37. The number of stages you include will depend on your range facilities. Try to make use of all your ranges at the same time. You might find it possible to use a range for two or more stages.
38. Do you have an adequate number of shots? If not and you do not have the facility to include extra stages, consider the possibility of shooting a stage twice, using two different ways.

THE RANGE

39. The general appearance of the range when the competitor arrives sets the mood for the whole match. Brighten up the range with posters, flags, etc. You might also be able to sell advertising space.
40. Equipment should be functional and look good. A coat of paint on old frames make a world of difference. Sturdy barricades look like that, not like they have been hastily put together.
41. Make provision for mats or net to be placed at stages where brass might easily be lost.
42. Provide shelter from sun and rain for the ROs at each stage.
43. Provide shelter for competitors and spectators and some kind of seating at each stage.
44. Make sure the safe areas in the vicinity of the range are clearly defined.

45. Ablution facilities and running water are essential.
46. Backstop and berms must be in good condition and capable of containing all shots fired.
47. Red flags must be visible at the entrance to the range and to indicate the boundaries of the range.

CHRONOGRAPHING

48. Chronographing arrangements are set out in the IPSC Rules.
49. The shooter is entitled to request that the chronograph be checked. This matter should be referred to the arbitration committee and the appropriate arbitration fee should accompany the written motivation. The arbitration committee will then check the chronograph using accepted factory ammunition.
50. Any ammunition not fired as well as all the components from the rounds which were dismantled are to be returned to the competitor once chronographing has been completed.
51. Acceptable factory ammunition must be available for checking the chronograph and this as well the ammunition drawn from competitors is to be kept in an insulated box.
52. It is recommended that the chronograph be available to shooters the day before the match if this is at all possible.

THE MATCH BOOKLET

53. Suggest where shooters might stay. It is good for building friendships to invite shooters to stay with members of your club.
54. Appoint the match director, range master and arbitrators.
55. Make sure there are names and telephone numbers of people to be contacted in case of queries.
56. Give a summary of the stages indicating number of rounds required and stage values.
57. Consider including the names of the course designers and range officers. They deserve recognition.
58. Check that spelling is correct.
59. Run through the check list to make sure each stage description meets all the requirements.
60. Consider selling advertising space which makes your booklet look more professional and also brings in some revenue.
61. Include the names of those shooters who will be shooting the man vs man.

THE COUNTDOWN

62. Confirm that the range officers, arbitrators, course builders and scorers will all be available.
63. Conduct a range officer's briefing. Each range officer should be provided with the course of fire and a copy of the relevant score sheet well in advance of this briefing.

64. Range officers who will be travelling from further afield should be sent a copy of the course of fire and the relevant score sheets and provision for a briefing should be made to take place before shooting commences on the first day of the match.
65. Re-read "Functions of the match committee" checking that all has been attended to.
66. Punctuality is vital to the success of your match. Stress this to all those involved in running the match.
67. Have a de-briefing after the match, including all range officers and organisers.

CHECK LIST FOR RUNNING CHAMPIONSHIPS

68. AA. The Automobile Association, for a small fee, will erect signs throughout the city giving directions for the venue of the event. This not only directs the public but also is good publicity.
69. Arrivals. Always an opportunity for publicity, as arrival of competitors from overseas or another province should be newsworthy, both for the event and the sponsor.
70. Announcement of Sponsorship. An opportunity to obtain media publicity for both the event and the sponsor.
71. Banners/Billboards. For the account of the sponsor, but encourage as many as possible both at the venue and around the town/city.
72. Booklets. To be printed in advance using the sponsor's name and match logo.
73. Circulars. A circular to as many enthusiasts as possible will give the sponsor additional exposure and fill the galleries. The circular is to briefly give detail of the event, data, times and names of competitors.
74. Change Rooms. Ensure there is soap and toilet paper.
75. Catering. Hot dogs, hamburgers or the usual type of take away food will enhance event, please the spectators and create an atmosphere to which they will want to return. Provide the competitors with drinks as can be obtained free of charge in return for a little advertising.
76. Entry Forms. Entry forms to be mailed to as many potential entrants as possible as well as making them available at all the clubs in your area. The closing date to be available sufficiently well in advance to arrange printing etc.
77. Final Function. A cost for the sponsor and therefore his decision. Very little media exposure is obtained and only a bonus for the participants.
78. First Aid. Ensure there is some sort of first aid available.

79. Hand Outs. The sponsor will normally provide his product or his service for the competitors.
80. Hotel. In return for a little advertising the local hotel will normally give good rates.
81. Invitations. The sponsor and particularly the media must be invited. Do not become disillusioned when the media are invited and they don't make an appearance. Persevere, they certainly won't attend if they are not invited. The sport relies on the media for all the publicity for both attracting more spectators and obtaining exposure for the sponsor.
82. Logo. Attempt to get the sponsor to design a match logo which fits in with the company logo and shooting. Bromides of these should be given to the press which might use them at the head of the column. This logo to be used on all match paraphernalia.
83. Message of Welcome. From the sponsor and chairman of the club or province for insertion in the programme (if one is produced).
84. Media. Vitaly important. All the newspapers in your area, all radio stations, etc.
85. Name. To be given to the sponsor, but ensure a name that runs smoothly off the tongue and one that the press will use. A name with 6, 7 or 8 words will not be used by the media.
86. Posters. At the cost of the sponsor and to be distributed to all clubs, sports shops, cafes, and sponsor outlets. The wording should be large, brief and to the point.
87. Prize Giving. Preferably to be conducted on the range immediately after the final, by a senior executive from the sponsoring company. Be prepared with all winners and runners-up names and prizes. Speeches to be kept to a minimum and to be short.
88. Prizes. If cheques only, then be innovative and inventive eg an enlarged cheque or if Volkswagen are the sponsors the cheques in the shape of a Beetle.
89. Programme. With a well organised advanced selling of advertising space, not only will you have a good programme but it can be a money spinner.
90. Publicity. An on-going and never-ending task. Preferably one of the match organisers to be allocated to the portfolio only.
91. PA System. Extremely important to have a PA System that functions efficiently. Not only for the prize giving but for the match director also.

92. Photographer. Important as a PR exercise for the sponsor, particularly at the prize giving.
93. Physiotherapist. Make prior arrangements with a physiotherapist who can attend to a competitor in emergencies.
94. Signwriting. The following are areas where signwriting may be required - ranges, direction signs, eg bar, toilets, etc.
95. Range Bookings. An essential item on the check list.
96. Sponsor Identification Item. At the cost of the sponsor the following items to be considered as hand-outs giving the. Sponsor additional exposure; shirts, towels, headbands, wristlets, bags etc.
97. Telephone. Ensure there is a telephone available for use by the media, provided at no cost to them.
98. T-Shirts, Towels, Bags. See under Sponsor Identification Items.
99. Television. It is highly unlikely that an event will receive television coverage. However, every effort should be made. This can be worth tens of thousands of rands if 2 - 3 spots are obtained over the period of the event.
100. Trophies. If there is a floating trophy for the event ensure this is returned by the previous winner.
101. VIPs. To be carefully selected.
102. Visas. If any overseas participants, they are advised of the requirements.
103. Welcoming Function. At the cost of sponsor and normally the night before the start of the event. Invitees to include media, players, VIPs, sponsors, clients, customers etc.

This appendix with acknowledgement to Elaine Horn

SAPSA MATCH CHECKLIST

Phase of Match	Item to check	Equipment/detail	Responsible	Tgt. Date	Notes
Preparation	<u>Appointment of Officials</u> 1. Match Director 2. Range Master 3. Chief Range Officers 4. Range Officers				Book range
	<u>Contractual Agreement</u> 1. SAPSA and host province sign 2. Parties aware of min criteria 3. All aspects of planned match covered				
	<u>Marketing</u> 1. Media coverage 2. Inform members 3. SAPSA banner 4. Posters for match				Websites, newspapers
	<u>Courses of Fire</u> 1. Develop/Plan CoFs 2. Determine equipt req	<u>Targets.</u> Paper, Pepper Poppers, plates. Target stands/movers Brandering Barricades			Use match planning matrix

Phase of Match	Item to check	Equipment/detail	Responsible	Tgt. Date	Notes
	3. Vet CoF 4. Building party 5. Build stages 6. Match Booklet	Screens Tables Chairs Other props?			
	<u>Logistics</u> 1. Ablution 2. Confirm and prepare equipment	Paint Paint brushes Bunting/tape Chronograph Red flags First aid kit Seating for spectators PA/sound system	A ratio of 1:20 persons must be the minimum – preferably men/ ladies separate. They must be maintained twice daily		

Phase of Match	Item to check	Equipment/detail	Responsible	Tgt. Date	Notes
	3. Prepare stage boxes	Umbrellas Stage briefing Staple gun and staples Timer Clipboard Patches Squadding list DQ sheet Spare targets and branding			
	4. Prepare back-up equipment				
	<u>Admin/Stats</u>				
	1. Prepare score sheets				
	2. Prepare relevant documents	Indemnity, membership, entry forms, etc			
	3. Configure scoring PC - MSS	See Execution			
	4. Scoring confirmation system	In tray, stage boxes, verify			
	5. Prepare signage	As required			
	6. Purchase medals/awards	Relevant to match			
	7. Notice Board	Year calender Range layout (map) Safety Areas (as on map) Membership procedures			
	8. Canteen/Kiosk	Budget for and purchase stock Prepare float			

Phase of Match	Item to check	Equipment/detail	Responsible	Tgt. Date	Notes
		Financial control			
Execution	<ol style="list-style-type: none"> 1. Entrance control 2. Parking 3. Hot box where loaded firearms can be unloaded 4. Officials shoot CoF 5. Registration 6. Check equipt for division RM/CRO briefing to ROs 7. RO actions on range 8. Squads shoot match 9. Canteen/Kiosk 10. Post interim/final results 	PC and printer Multi-plug Extension cord Paper Removable discs/CDs Prestik Gunbox, trigger scale, etc. Greet and read briefing Apply rules consequently Trainee RO - scorer Braai facilities Menu			A lack of control here can cause havoc Variety of menu?
Prizegiving	<ol style="list-style-type: none"> 1. Master of ceremonies 2. PA system 3. Confirm scores 4. Prepare awards 				

Phase of Match	Item to check	Equipment/detail	Responsible	Tgt. Date	Notes
	5. Admin/prep award allocation 6. Read al results - bottom to top 7. Awards - 3 rd , 2 nd , 1 st 8. Official Photographer 9. Guest of honour - speech 10. Catering 11. Ablution for men and ladies 12. Dress code for attendees				Only top 15 or 10 per division Type/style, numbers, etc
Post Match	1. Move equipt into store 2. Pack up all moveable items 3. Consolidate funds 4. Post results 5. Inputs to media 6. Debrief 7. Update of checklist				

TEAM MANAGER'S CHECKLIST

1. Entry Forms
 - a. Check to confirm completed by all competitors.
 - b. Signed properly.
 - c. Sent in to SAPSA/province.
 - d. Team entries finalised.
 - e. Individual entries by members themselves.
2. Entry Fees. Ensure that entry fees for the teams and members are forwarded to the organisers in good time.
3. Course of Fire
 - a. Sufficient copies made for teams.
 - b. Forwarded to members.
 - c. Final instructions.
4. Range for Practice
 - a. Arranged.
 - b. Targets, patches, plates etc.
 - c. Time and dates co-ordinated
5. Ammunition
 - a. Plan for practice and competition.
 - b. Arrange for picking up cases if at all possible.

6. Refreshments
 - a. For travel to and fro.
 - b. For practice.
 - c. For the days of the competition.
 - d. Arrange with accommodation.

7. Transport
 - a. Confirm passenger list.
 - b. Appoint a driver/s.

8. Accommodation. Confirm bookings by name.

9. Media. Liaise with media in good time.

10. Teams
 - a. Confirm names with stats upon arrival at competition.
 - b. Confirm reserves correct.

11. Results
 - a. Check scores as they appear and confirm scores correct.
 - b. Keep record per stage. Compile own score sheets.
 - c. Ensure team results correct.

RESPONSIBILITIES OF A TEAM MANAGER

12. You must know where, when and at what time the team must report for what.
13. You must ensure that you have full details of the team for match purposes.
14. You must be clear on the assembly point for the team and the time they assemble there.

15. You must know the performance of every member of the team in detail.
16. You must ensure that first aid is always closely available.
17. You must know what the accommodation and transport arrangements for the team is.
18. You alone are the representative and spokesperson for the team.
19. Ensure that the spirit, orderliness and high standard of discipline is maintained.
20. Ensure the necessary free time arrangements.
21. Ensure that the full program is obtained and that it is followed strictly.
22. Co-ordinate all travel documents and hand it in as required.
23. Ensure that the team adheres to the administrative arrangements of the host.