

# SALEM BRIDGE CLUB BOARD OF DIRECTORS

## MINUTES OF REGULAR MEETING, August 22, 2017

---

**Call to Order, Attendance:** Vice President Zina Galaka called the meeting to order at 10 a.m. on August 22, 2017. **Present:** Zina, Dave Astle, Jean McKinney, Joan Page, Susan Palmer, and Anita Walker. **Absent:** Paul Graham. **Also present:** Dick Pitzer, Club Manager; Allen Carter and Gayle Goodman-Wilkins, Game Directors.

**Approval of Minutes.** The minutes of the June 20 regular meeting and the July 11 special meeting were approved.

**Financial Report/Table Count.** Anita presented the club's financial reports for June and July, 2017. The club lost \$14.25 in June and gained \$540.93 in July. Our cash balance decreased from \$14,600.99 on May 21 to \$14,580.50 on July 20. Table count for June was 181-1/2 vs. 159 in June, 2016. Table count for July 177 vs. 175 in July, 2016. The Treasurer's report was applauded and approved.

**Consumer Satisfaction.** Dick said there is a suggestion that we hold a regular game on Sundays at Capitol Manor, excepting for the monthly Sunday Unit Game. This suggestion will be considered at our next meeting (and it may be added to the next survey of the membership, which can also include a vote on continuing to hold team games at Capitol Manor and starting our Friday game earlier.)

**Club Manager's Report.** Dave read Club Manager Dick Pitzer's report for August:

- 1- We have a new club director! Jerry Gordon passed his club director test and is now available for work. He has completed his first solo assignment, which was to direct a 199er session and did quite well.
- 2- The Barometer Game scheduled for August 15 was held. It was a successful session with several individuals indicating they enjoyed it quite a bit and would like to see different types of games played.
- 3- We have a new director station. The old one kicked its wheels in the air and died an ignoble death. The new one is a nice oak desk, a little larger than the old one. It was quite expensive (\$20 at the state salvage site), but worth it.
- 4- It has come to my attention a director is allowing a person to play and earn masterpoint awards in sessions for which that person is ineligible. This action places that player in direct violation of CDRs 3.1, 3.13, and E7 of CDR Appendix B. That player probably does not realize the violations exist, although was told earlier they were ineligible for masterpoint awards in those sessions. In this case, the fault is clearly with the director.
- 5- **PERSONNEL MATTER.** A copy of the full club manager's report is available upon request.

### **Disciplinary Procedure. -- BACKGROUND:**

1) **Current SBC personnel policy;** In 2013 and 2014 the Board developed and put into place a comprehensive set of personnel policies and procedures for club employees (Club Manager, Game Directors). These policies included job descriptions, performance goals/expectations, annual self-evaluations, and a corrective action plan. ---- A succeeding Board felt that this program was overly complicated and time-consuming for all persons involved--board members and club employees. Judy Lathrop, who helped formulate the initial personnel program, suggested an alternative procedure that eliminates self-evaluations and replaces them with periodic check-ins with employees.

## Minutes of SBC Board Meeting, 8/22/17, page 2.

Under the simplified program, self-evaluations were eliminated and replaced with periodic job reviews with club employees. The club manager will meet with game directors on a periodic basis to discuss their job and the club's president will do likewise with the club's manager. After notifying the board, the club manager has the discretion to initiate the process for correcting deficiencies, if needed. Periodic reviews of the manager's performance will also be conducted by one or more board members when deemed necessary by the Board. -- This revised policy was formally adopted on 2/16/16, -- Under the three-step process, when deficiencies in performance are found, the manager, after notifying the board, has the discretion to initiate the following three-step process for correcting deficiencies: LEVEL 1. An incident report is received about a problem with a game director's or Club Manager's performance. ASAP--the report is forwarded to Club Manager. Within a week--Manager discusses incident with the employee, documents the issue, and specifies the steps needed to improve. Within 4 weeks--if performance has improved, no further action needed. If not, -- LEVEL 2. Immediately--If the incident involves a game director, the manager and a board member meet with the employee and place the employee on unpaid leave for one game. One week later--employee is reinstated. -- No more than 4 weeks after reinstatement--manager evaluates employee performance. If not acceptable. -- LEVEL 3. The employee is suspended without pay indefinitely. Reinstatement after Level 3 requires a majority vote of the Board. If the incident involves the Club Manager, a board member will take the actions indicated at each level.

2) ACBL regulations regarding discipline. In his June report, Dick provided the following information regarding ACBL regulations covering discipline of members and club employees: *As outlined in ACBL's "Handbook of Rules and Regulations, Chapter 4, Section 3 IV, H, Club Discipline," Disciplinary action within an ACBL-sanctioned club is vested in the Club Manager. Matters involving improper conduct and/or unethical behavior should be dealt with quickly and efficiently. The Club Manager can handle these cases personally or establish a review committee to deal with them. -- Most behavior problems can be handled by issuing a warning/and/or a period of probation. Repeat offenders or those committing egregious offenses may be barred permanently or for a specific period.*

(ACBL rules further prescribe notification requirements to ACBL and to the club's board and rights of appeal.)

Dick further stated that ***"for disciplinary action within our unit/club, if a member is to be barred for an extended period, an ad-hoc committee will be formed to review the case prior to notification."***

## Minutes of SBC Board Meeting, 8/22/17, page 3.

### Disciplinary Procedure. -- PROPOSAL:

Club Manager's Proposal. With respect to addressing deficient performance and/or imposing discipline on club employees supervised by the club manager as well as on participants in club-sponsored games, Dick proposes that the Board delegate disciplinary authority to the club manager to be exercised at the manager's discretion. However, in cases involving a proposed suspension from duty or termination of employment, an *ad hoc* committee will be formed to ratify or modify the manager's proposed plan of action. The *ad hoc* committee shall consist of at least five members of Salem Bridge Club, a minimum of two of whom shall be members of the club's Board of Directors. No member of this committee shall have any personal interest in the outcome of the matter under consideration.

**MOTION:** JMcK, SP. "***Adopt the proposal set forth above as the club's disciplinary policy with respect matters involving club employees supervised by the club manager and to participants in club-sponsored games.***"

The motion passed unanimously.

To be clear, it is understood that this action abolishes the former three-step disciplinary process, set forth above, with respect addressing performance deficiencies relating to game directors. However, that process remains in effect with regard to the club manager.

**Disciplinary Action.** All board members have reviewed the letter Dick plans to mail to Gayle setting forth the terms of her future employment as an SBC game director. There was no objection to it. Since his action has been authorized by the Board under the motion adopted above, no further board action is necessary at this time. A copy of the letter is in the club secretary's file.

**Free Plays for Players.** (6/20/17 minutes) Dick proposes instituting a procedure for managing and accounting for free plays. Under the procedure, players seeking a free play must present a card issued by the club which shows the reason the free play is given and includes an authorized signature and an expiration date. Free plays can be issued for newcomers to the club (for one subsequent visit), card dealers (3 free plays every six months), a fill-in players (called in to play for the benefit of the club), and any other compensation authorized by the Board. Each card must include an authorized signature. Gift cards will also show the name of the recipient and the donor of the gift. Game summaries will be revised to include the names of those receiving these free plays and the reasons they were given. Free play tickets given to out-of-town players should be numbered and accounted for on a log that includes: name of game director giving the ticket, date given, recipient's name, reason the free play was given.

Unredeemed tickets will be void after one-year of issuance. The club manager will produce the game summaries that record free plays given. **MOTION:** AW/SP. "***Adopt the free play/gift card system proposed above. Issuance of free play cards will be under the control of the club manager who will dispense them to appropriate persons (such as the head dealer and the game directors) in accordance with the club's policy governing free plays and will provide an accounting of free plays exercised to the club treasurer.***" -- A sample of free play cards is attached to these minutes.

**Minutes of SBC Board Meeting, 8/22/17, page 4.**

**Free Plays for Partnership Facilitators.** It has become common for some game directors to facilitate the formation of partnerships for the games they direct; *i.e.*, finding partners for those requesting same and, sometimes, arranging for transportation to and from the game site. Considering that the club's membership is aging, the latter function is becoming more important. Gayle is willing to provide partnership facilitation for our Tuesday, Wednesday day, and Friday games. She would like to be compensated for this service by receiving free plays at the rate of one per week. Similarly, it is fair that anyone else providing this service for the club's other games should be similarly compensated.

**MOTION:** AW/SP. ***"Effective September 1, each person providing the partnership facilitation function on a regular basis for one or more of the games sponsored by Salem Bridge Club shall receive one free play per week."*** The motion passed unanimously.

**Monetary Remuneration: Game Directors, Bridge Lessons.** On June 20, the Board authorized payment to the head dealer at the rate of \$20 per month. No action was taken for payment to the webmaster, although it has been proposed that the club and the unit each contribute \$25 per month to the Unit's webmaster. It is now proposed that the base pay for game directors be increased from \$40 to \$45 per month.

**MOTION.** AW/SP. ***"Increase the base payment for game directors to \$45.00 per session, effective September 1, 2017."*** The motion passed unanimously.

**MOTION:** DA/JP. ***"Pay persons who regularly provide bridge instruction at club-sponsored games \$130 every three months,"*** The motion passed unanimously.

**Holdover items.** Since Judy Lathrop was unable to attend this meeting, we will defer discussion of game cancellation policy, website upgrades, and the status of the ICE list until September. Also next month, Paul can fill us in on the status of advertising our bridge games on KBZY.

**Adjournment.** The meeting was adjourned at 10:50 a.m. The next regular meeting will be held on September 19.

David Astle, Secretary