



**U.S. MASTERS  
SWIMMING**

# Volunteers Task Force

LMSC Leadership Summit  
Phoenix, AZ  
March 1 – 3, 2019

# Agenda

- Focus
- Process for Optimizing USMS Volunteers as Resources
- Overview of Task Force
- Role Placements Recommended for Further Development
- Next Steps
- Task Force Members

# Focus



- Think big picture
- Think outside the box
- Keep an open-mind
- Be open to change
- Want what's best for USMS as a whole
- Wear USMS hat, not personal, club, LMSC, committee hat
- Don't worry about House of Delegates' opinion

# Process for Optimizing USMS



## Volunteers As Resources

- Started with Board – how do we improve the utilization of USMS volunteers
  - Formed Volunteers Task Force
- Identified three areas of inspection
  - Volunteer Roles
  - Volunteer Engagement
  - Understanding Volunteers
- Performed volunteer survey, interviews, asked the Board, and gathered data at convention workshop

# Process for Optimizing USMS



## Volunteers As Resources cont.

- Analyzed survey, interview, Board, and workshop data
  - Overall recommendation, including preliminary timeframe
    - Migrate some functions to the National Office
    - Free up volunteers to set policy and standards, have more interaction with members, and handle members' needs
- Present to Board for buy-in to further develop recommendations
- Prioritize proposals, finalize timeframe, and establish strategies for presentation to House of Delegates
- Present to House of Delegates for adoption
- Implement adopted changes

# Overview of Task Force

## ➤ Mission Statement

- Investigate and make recommendations regarding how to optimize USMS's volunteers as resources now and in the future

## ➤ Principles

- Recognition of the value of volunteers' contributions cannot be understated
- Provide meaningful opportunities for our volunteers that align with the USMS vision and strategic plan

# Volunteer Roles

- What functions should be performed at the LMSC level, the national level, and the National Office
- Can we better align our volunteer functions with our strategic plan
- Does the LMSC size make a difference
- Do all LMSCs need the same positions
- How do we transfer functions while engaging new volunteers and keep existing ones motivated and satisfied
- What is the timeframe for transferring functions

# Engaging Volunteers

- How do we engage our volunteers
- How do we keep volunteers motivated and satisfied
- How do we engage all types of members
- Does the type of available volunteer work matter
- Does the length of volunteer assignments matter
- How can we provide volunteers a better understanding of the work performed by the National Office
- How do we recruit, recognize, and retain volunteers



# Understanding Volunteers

- Who are our volunteers today
- Who do we want our volunteers to be in the future
- What makes a model volunteer
- What can we do to help develop model volunteers
- What motivates a volunteer
- What do our volunteers want/need to make the work fulfilling

# Findings



- Volunteer Needs
  - Volunteers want to be engaged
  - Volunteers want to know about opportunities
  - Volunteers have limited time
  - Volunteers want to feel respected, wanted, and needed
  - Volunteers feel networking at convention is important
  - Volunteers want opportunities where they can make a difference
  - Volunteers still have the desire to lead projects and have involvement at the national level

# Findings continued

- Volunteer Development
  - Formalize training/education/mentoring/succession planning for volunteer leaders, especially at the local level
    - Formalize onboarding for new volunteers
  - Develop more strategic volunteers
  - Talent development for coaches and volunteer leaders
  - Diversity in membership, volunteer leaders

# Findings continued

- Administration and Technology
  - More central control of operations with administration done by National Office
    - Volunteers want a balance between the National Office and local ownership of tasks and responsibilities
  - More streamlining through technologies to enhance more meaningful change
  - End result with the focus of volunteer needs shifting due to technology and functions being managed by the National Office
  - National Championships run by the National Office

# Findings continued

- LMSCs
  - Outreach programs to help grow membership and provide benefits to members
  - More positions at the local level
  - More flexibility at the LMSC level; one size does not fit all
- National Level
  - Combine some committees so there are less of them
- Other
  - Promote information sharing across the USMS volunteer network

# Findings continued

- Model volunteers are identified as follows:
  - Passionate about USMS and swimming
  - Good listeners and communicators
  - Open-minded with a can-do attitude; doesn't allow ego to interfere
  - Team players/work well with others
  - Reliable and accountable
  - Organized
  - Think of organization as a whole, not from club/LMSC/self perspective
  - Willing to work without pay

# Role Placement/ Function Recommendations for Further Development

# Proposed Changes Summary



LMSC CHANGES	NATIONAL COMMITTEE CHANGES	ZONE CHANGES
Coaches Chair	Coaches Committee	Zone Chair
Officials Chair	Officials Committee	
Registrar	Registration Committee	
Sanctions Chair	ALTS Committee	
Top 10 Chair	LMSC Development	
Volunteer Coordinator		
Webmaster		



# LMSC Coaches

- LMSC Changes
  - New optional role - LMSC Coach & Club Development Coordinator
    - Local contact to assist local clubs and workout groups with their coach development questions
    - Local contact to assist USMS with local club and workout group development strategies and best practices
  
- National Coaches Committee Changes
  - Committee does more in the area of LSMC outreach and support

# LMSC Officials

## ➤ LMSC Changes

- New optional role - LMSC Officials Coordinator
  - Local contact to assist with inquiries related to event coverage or certification process
  - Partner with LMSC Pool Competition Coordinator to support Meet Host/Director

## ➤ National Official Committee Changes

- Modify committee definition to include LMSC outreach and support
- Committee to support inquiries from LMSCs or Meet Hosts/Directors
- Committee to help LMSCs and their Meet Hosts/Directors find and train qualified officials

# LMSC Registrar



## ➤ LMSC Changes

### ➤ New Role: LMSC Membership Coordinator

- Local contact for inquiries from swimmers and club representatives for club transfers, clubs, and workout groups
- Liaison between LMSC members, LMSC Board, and USMS National Office
- Necessary access to USMS Registrar database

# LMSC Registrar continued

- National Office changes
  - Keep track of online registrations and send information to clubs
  - Provide regular reports to LMSC officers and to clubs on new members, renewals, and statistics related to LMSC membership
  - Send monthly registration summaries (accounting reports, member registrations) to the LMSC Treasurer
  - Process transfers and “one event” registrations
  - Respond to any membership “notes” submitted by members
  - Print and mail USMS cards to all swimmers who request them
  - Update USMS database for member changes (address, email, phone, etc.)

# LMSC Registrar continued



- National Office changes continued
  - Communicate with the LMSC Webmaster/Communications Coordinator to keep club registration forms and contact information up to date

# Registration Committee



- Recommendation
  - Disband Registration Committee

# LMSC Top 10 & Sanctions

## ➤ LMSC Changes

- New Role: Combine Top 10 Recorder and Sanctions positions into single required position
  - LMSC Pool Competition Coordinator
    - Local contact for inquiries about competitive pool events (sanctioning, results)
    - Local contact for LMSC records, performance award recognitions, and certifying pool measurements
    - Partner with National Office for any review/discussion related to event sanctions or results
  
- Open Water chair will be contact for sanction inquiries for open water events



# LMSC Top 10 & Sanctions cont. **U.S. MASTERS SWIMMING**

- National Office Changes
  - Meet Host/Director submits sanction request; National Office reviews application, *assists with* approval/denial of sanction, and *technology* assigns the sanction number
  - Confirms that Meet Host/Director understands the obligations of USMS rules and regulations
  - Confirms event is posted to USMS Calendar of Events
  - Confirms Meet Host/Director understand that event results are to be sent to the National Office and National Swims Coordinator in a timely manner
  - Manages performance deposit policy



# LMSC Volunteer Coordinator



- An optional LMSC role to partner with fellow LMSC leaders to administer volunteer recruitment, mentoring, and succession planning at the LMSC level

# LMSC Webmaster



## ➤ LMSC Changes

- New role - Webmaster/Communications Coordinator
  - Role evolves to be more of a local marketing/communications resource for LMSC community
  - Local LMSC volunteer access to the USMS managed site would be provided to allow for certain content management activities

## ➤ National Office Changes

- USMS IT would offer to host/manage LMSC website design, branding, presentation in a pilot phase for interested LMSCs
- USMS IT would be able to authenticate approved LMSC volunteer users to enable local management of web page content and communications
- Existing LMSC Webmaster (technology support) duties can be managed by the National Office

# ALTS Committee

- Create a Standing Committee to develop and maintain ALTS program expertise, providing advice and support to LMSC volunteers and club ALTS event hosts
- Support ALTS best practices
  - Prepare documents for Guide to Operations
  - Provide support for LMSC Development Committee (to be named Volunteer Development Committee) education effort for ALTS volunteers

# LMSC Development Comm.



- Continue as a Standing Committee
  - Rename to Volunteer Development Committee
- Expand current responsibilities to include developing both National and LMSC level volunteers via education and mentoring initiatives
  - Want to improve the effectiveness of volunteer recruiting, onboarding, leadership development, and Support Group enlistment
  - Create Volunteer Leader Development and Mentoring process to grow new leaders and move experienced leaders into different roles so new leaders can gain experience

# LMSC Development continued



- Administer “Stars Volunteer Program”
- Create volunteer recruiting toolkit
- Create education for volunteer leaders
- Create volunteer onboarding process
- Provide webinars for volunteers to learn various topics
  - Annual training for new volunteers
  - Other content provided by relevant committees based on topic
- Move responsibility for Exhibit D to Legislation Committee (already approved by the Board)

# Zone Chair

- Help set standards for leadership and mentoring LMSC Leaders as part of the Volunteer Development Committee (formerly the LMSC Development Committee)
  - Update description position to note importance of communication and mentoring functions to LMSC Leaders
- Volunteer Development Committee (formerly LMSC Development Committee) should define the required experience for Zone Chair candidates

# Zone Chair

- Have Election Committee manage Zone Chair elections to ensure standardization across the Zones
  - Voting continues to take place during Zone meetings (not on the floor of the House of Delegates)

# Next Steps

- Present to Board and gain approval for further development
  - Prioritize proposals, finalize timeframe, establish strategies to socialize concept of optimizing volunteer contributions
    - LMSCs - engage LMSC Development Committee
    - Convention - coordinate with President
    - Leadership Summit (March 2 & 3) - coordinate with Chair of LMSC Development Committee/VP of Local Operations
- Present to House of Delegates for adoption
- Implementation
  - Re-align VP roles
  - Work with National Office/IT function



# Task Force Members



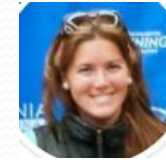
**Blair Bagley**  
LMSC Leader



**Bill Brenner**  
Staff Liaison



**Maria Elias-Williams**  
Legal Counsel



**Clare Kubiak**  
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Force Rep



**Chris McGiffin**  
LMSC Leader  
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**Tom Moore**  
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**Jeff Strahota**  
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**C.J. Rushman**  
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**Laura Winslow**  
Chair

Questions?