



LSC Board

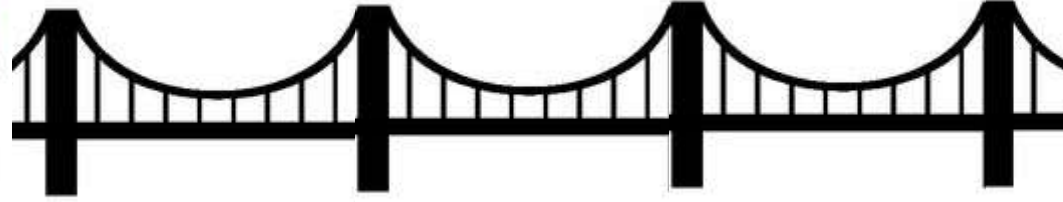


LSC Staff

Laying Foundations and Building Bridges for a
More Effective Organization.

Welcome

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Workshop Agenda

- **Building the bridge**
 1. **Foundations of a board/staff relationship** | Arlene McDonald, Interim Executive Director, Indiana Swimming
 2. **Role of staff & role of the board** | Darcey Baron, Executive Director, Gulf Swimming
 3. **Cooperation & communication** | Cherita Gentilucci, Administrative Director, Middle Atlantic Swimming
- **Using the bridge – breakout group by LSC stage** | Bob Crunstedt, Executive Director, Minnesota Swimming
 - LSC has chief paid employee as CEO
 - LSC has paid staff, no CEO
 - LSC has no paid staff or only volunteer staff
- **How sturdy is the bridge? - wrap up of breakouts**
- **Fortify the bridge - online resources**
- **CEO/staff networking, peer input**

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Foundations of a Board Staff Relationship

A. IN THE BEGINNING ... STRATEGIC PLANNING

- SWOT or Internal Assessment by the Board
- Needs Assessment
- Financial Resources
- Board Consensus
- Task Force

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Foundations of a Board Staff Relationship

B. DEVELOPING THE STAFF BLUEPRINT... TASK FORCE

- Composition
- External Resources
- Title, Job Description & Salary Range

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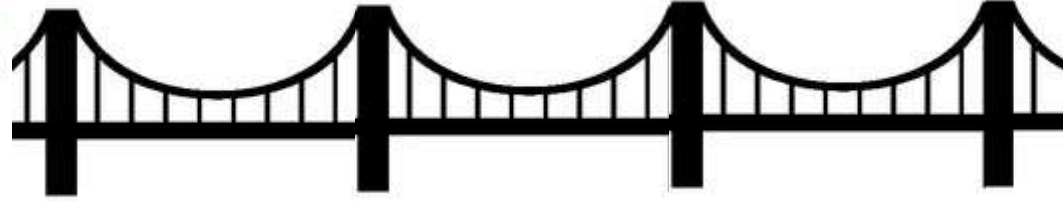


Foundations of a Board Staff Relationship

C. BUY-IN FROM THE BOARD OF DIRECTORS

- Present Findings to the BOD
- Board Input & Modifications
- Acceptance of Final Staff Profile
- Search Committee

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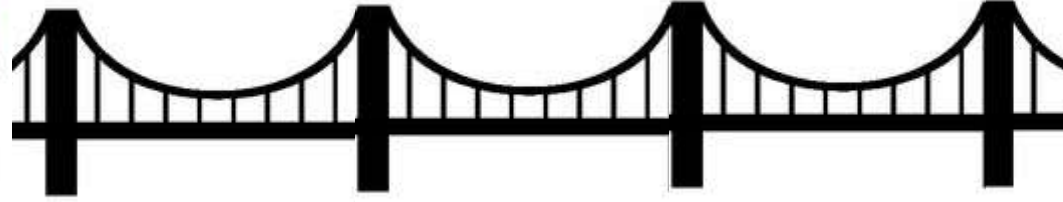


Foundations of a Board Staff Relationship

D. THE SEARCH COMMITTEE

- Publicize the Job Opportunity
- Recruitment of Qualified Candidates
- Rank Applicants
- Interview Candidates
- Check References & Background
- Recommend Final Candidate to the BOD

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Foundations of the Board Staff Relationship

E. TURNING OVER THE “KEYS TO THE OFFICE”

- Leadership Transition Team – Personnel Committee
- Communicate New Appointment to the Community
- Conduct Formal Orientation for New Staff
- Agree on Written Goals, Expectations, & Responsibilities
- Ongoing Mentoring & Communication
- Conduct Annual Staff Review

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Foundations of a Board Staff Relationship

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Building the Bridge: The Role of the Staff

- Institutional Knowledge
- Sustainability
- Organizational Structure and Job descriptions

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Institutional Knowledge

- What?
 - Institutional Knowledge: **Institutional knowledge** is gained by organizations translating historical data into useful **knowledge** and wisdom. **Memory** depends upon the preservation of data and also the analytical skills necessary for its effective use within the organization.
 - Processes, Systems, Standards, cultural values

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Institutional Knowledge

- Why?
 - Institutional Knowledge = long term success
 - Volunteers have important knowledge
- How?
 - Online filing system – file transfers
 - Interviews

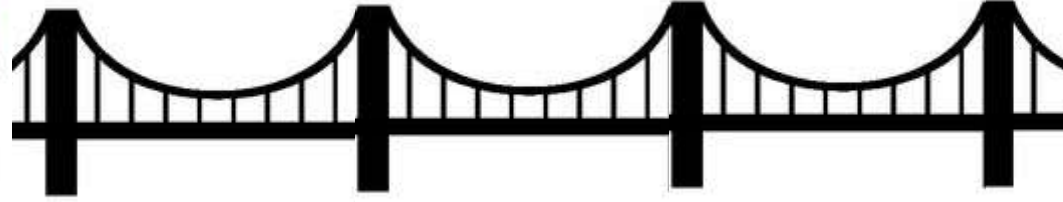
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Sustainability

- Keep the business going, whether it is non-profit or for profit
 - Meets, Training, Sanctioning
- Sustainability requires Institutional Knowledge
- Strategic Planning

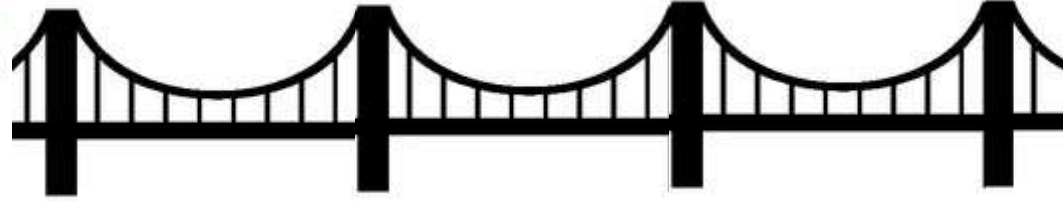
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Building the Bridge: The Role of the Staff

- Organizational Structure and Job Descriptions
 - Develop an Org Chart for your LSC
 - Staff
 - Board
 - Share the organizational chart

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Building the Bridge: The Role of the Staff

- Organizational Structure and Job Descriptions
 - Job Descriptions
 - A written statement that describes duties, responsibilities, qualifications and reporting relationships
 - Foundation for success in the hiring process

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Building the Bridge: The Role of the Staff

- Job Descriptions
 - Key elements of Job Description
 - Title / Name of the Position
 - Job Summary
 - Tasks and Responsibilities

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Building the Bridge: The Role of the Staff

- Job Descriptions
 - Key elements of Job Description
 - Qualifications
 - Supervision
 - Working Conditions/hours
 - Salary and benefits

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Role of the staff, role of the board

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CEO? Executive Director?
Is it for our LSC?

Testimonial from Henry Clark, Gulf Swimming
Past General Chair

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Building the Bridge: Cooperation & Communication

- Periodic activity reporting
- Reporting and review process
- Setting expectations

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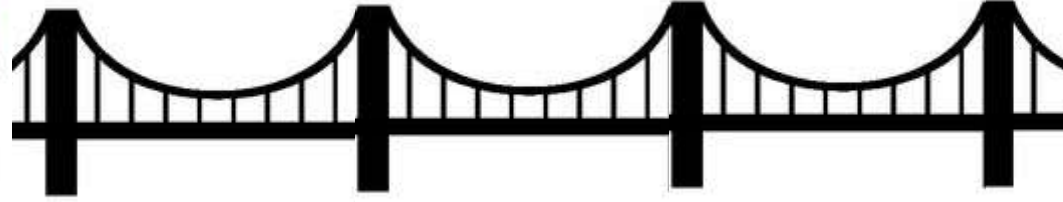


So what did you do today?

- Chain of command
- Duties/responsibilities
- Frequency

**DATA &
REPORTS**





When's my next raise?

- Annual performance review
 - Against the job description
 - Metrics – goals, objectives, projects
- Conducted professionally
 - 2-3 person “committee”
 - Written report
- Input from stakeholders





You want me to do WHAT?

- Now that we have paid staff.....
- Realistic Expectations
- Prioritizing together
- Shifting responsibility





Cooperation & communication

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Breakouts

LSC has chief paid employee/CEO

LSC has paid staff, no CEO

LSC has volunteer staff or no paid staff at all

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Breakouts



Pier #1

Pier #2

Pier #3

Pier #4

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Breakouts

Pier #1

- What are examples of a LSC functioning at an effective administrative & operational level?
- What are examples of a LSC functioning at an ineffective administrative & operational level?

Pier #2

- Assuming a LSC has (or may have) staff what would an effective working relationship with the board & staff look like?
- What are the challenges that would inhibit an effective working relationship?

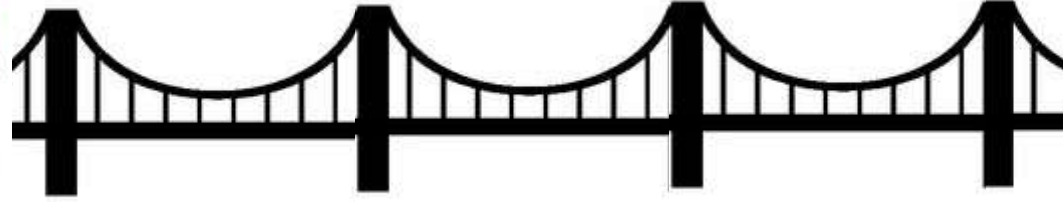
Pier #3

- What is the greatest barrier you see for effective administrative & operational success in a LSC?
- How would you remove that barrier?

Pier #4

- Select Gold, Silver, and Bronze “response from your last pier

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Resources

LSC survey

LEAP library - structural excellence

- Sample job descriptions
- Sample employee handbook
- Sample employee evaluations

Link: <http://tinyurl.com/lsc-board-staff-resources>

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Networking

- CEO / Executive Director / Sport Director / chief paid staff member
- LSCs looking to add CEO / Executive Director / Sport Director
- LSCs looking to add staff

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