



Introduction

Purpose: New goal setting

This workbook was designed to help your committee contribute to the success of USMS. Completing this workbook will identify your committee's mission, objectives and goals for the remainder of 2007. The completed workbook should not simply restate current 2007 goals and serve as a basis for your 2008 goal-setting process. In addition, it will provide input to USMS's overall strategic planning.

We're asking you to fill out this workbook so we can begin the process of planning and managing our organization in a consistent way across all divisions. We have a support network of division VP's and the Planning Committee to help you through the process. Your division VP is available to answer questions and help you complete the workbook, so please work with your VP throughout this process.

It's important to discuss your mission, objectives and goals with your VP, as well as with your committee members.

One of the goals of this workbook is to clarify how each committee aligns with our corporate mission and objectives. Also, we seek to identify and eliminate duplicate USMS goals and goals that do not align with our mission, as well as prioritizing the retained goals.

It should take you no more than a day or two to complete the workbook. Please return your workbook to Meg Smath at secretary@usms.org by June 1. The completed workbooks will provide data for the Board of Directors to use at a strategic planning retreat to be held June 22–24.

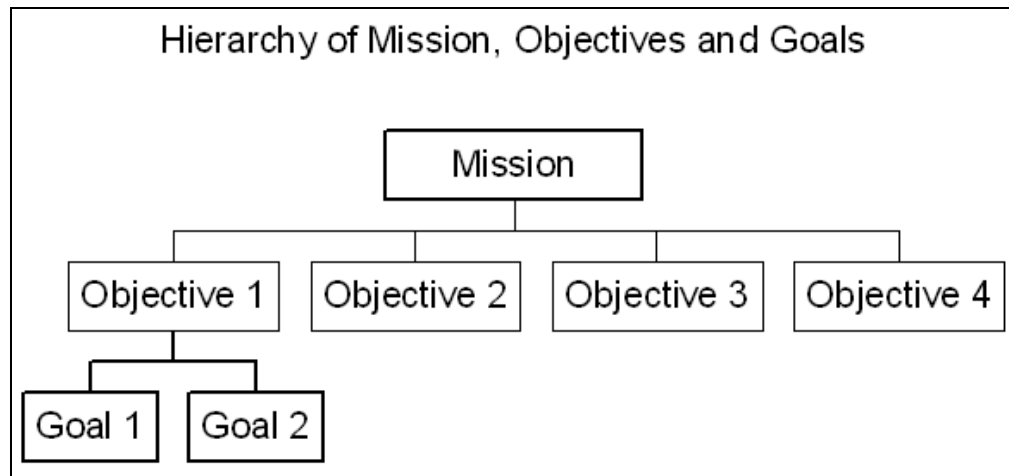
Process for Setting Mission, Objectives and Goals

Introduction

There are three steps to completing this workbook:

1. Evaluate your committee's mission as defined in article 507 of the rule book and either approve it or suggest modifications.
 - a. Your mission defines the purpose and activities of your committee that are of value to USMS, as well as what differentiates it from other committees.
2. Develop short-term and long-term objectives for your committee that focus on achieving your mission.
 - a. Your objectives are broad statements describing how you will achieve your mission.
3. Identify the goals you have for achieving each objective.
 - a. Goals are specific measurable actions that fulfill your objectives.

The relationship between mission, objectives and goals is illustrated in the following diagram:



The mission of every committee must be consistent with the USMS mission: *“To promote fitness and health in adults by offering and supporting Masters swimming programs.”* The missions, objectives and goals you set here should focus on the role your committee plays in carrying out the USMS mission via our corporate objectives. These corporate objectives are:

- A. To encourage and promote improved physical fitness and health in adults.
- B. To offer adults the opportunity to participate in a lifelong fitness and/or competitive swimming program.
- C. To encourage organizations and communities to establish and sponsor Masters swimming programs.



- D. To enhance fellowship and camaraderie among Masters swimmers.
 - E. To stimulate research in the sociology, psychology and physiology of Masters swimming.
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Defining your mission

A good mission statement defines your purpose, the things of value that your committee does and your committee's unique contribution to the overall success of USMS. The mission statement should be written from the perspective of creating value and satisfaction for your "customers." In this case, your customers are other committees, the membership of USMS and anyone else who relies on the activities of your committees. The mission often includes:

- **Purpose or need:** the basic need that leads my customers to do business with my committee
- **Value proposition:** the fundamental value that my committee provides to its customers
- **Differentiation:** what sets my committee apart from other committees.

The mission will also:

- Set boundaries that define the areas in which the committee will function
- Prevent identity crisis (conflicting or missing purposes)
- Serve as a point of reference for committee members
- Provide focused information for customers.

You can begin to define the mission for your committee by reviewing the committee definition in article 507 and answering some key questions. These questions will help you articulate your mission.



Questions **What is our mission as defined in article 507?**

507.2.15
<i>The Records and Tabulation Committee shall establish and maintain a standardized process of recording and verifying times and shall publish the Top 10 times, All-American rosters and USMS national records annually for each course.</i>

Questions **What is our primary role and scope of responsibility (purpose)?**

Role or Position	Primary Scope of Committee Responsibility
<i>Our primary responsibility is the tabulation and verification of all competitive swims, by USMS registered swimmers, in all courses (SCM, LCM, SCY).</i>	<i>To be achieved by overseeing the work of the LMSC Top Ten Recorders and providing guidance and assistance to ensure accuracy, timely submission, and complete reporting of times.</i>

Questions **Who are our primary customers and what value do we provide for them?**

(continued)

Your mission statement should reference all primary customers by name.

Customers can be:

- Internal groups within USMS (committees, employees, etc.)
- Membership (individuals and clubs)
- Outside (sponsors, potential members, etc.).

Your committee has a primary product that provides value to the customer.

Focus on the one or two products or services you provide.

Create a list of your primary customers and the primary service or product you provide. Generally, you should not have more than two or three. We are looking for organization or position names, not specific individuals.

Primary Customers	USMS, Members, Outside	Primary Value Provided (Service/Product)
<i>USMS Registered Swimmers</i>	<i>Members</i>	<i>Provide accurate and timely tabulations of competitive swims in all courses.</i>
<i>LMSC Top Ten Recorders</i>	<i>USMS</i>	<i>Provide guidance, automation tools, documented submission requirements, and overall process administration.</i>
<i>FINA World Record Tabulator</i>	<i>Outside</i>	<i>Provide world record applications and necessary certifications to meet FINA requirements</i>



Questions
(continued)

Finally, your mission should support USMS’s values and operating principles, so your mission statement and objectives should reflect, wherever possible, some of the elements below.

Which USMS principles and values should my committee and I demonstrate based on our roles and scope of responsibility?

USMS PRINCIPLES

Category	Sub-Categories	USMS Principles
Financial	<ul style="list-style-type: none"> • Budgeting • Cost Control 	<ul style="list-style-type: none"> • Understanding the cost of doing something
Customer	<ul style="list-style-type: none"> • Relationship Management 	<ul style="list-style-type: none"> • We value our volunteer leadership and will align USMS to support this structure • USMS will be open and passionate to overcome obstacles and meet commitments • USMS will invest in strategic planning and continuous improvement • USMS will develop partnerships and deliver on commitments
Process	<ul style="list-style-type: none"> • Quality • Technology Management • Operations • Service Delivery 	<ul style="list-style-type: none"> • USMS will be open and passionate to overcome obstacles and meet commitments • USMS will create standard controls with policies, standards and procedures that are executable and measurable
Organizational	<ul style="list-style-type: none"> • Talent Management • Leadership 	<ul style="list-style-type: none"> • USMS is committed to valuing people and maximizing human performance • USMS will demonstrate its willingness to adapt to change in support of staff and volunteers

Drafting a mission statement

Now, by using the preceding information, draft a mission statement for your committee. Remember that a mission statement should include the following:

- **Purpose or need:** the basic need that leads my customers to do business with my committee
- **Value proposition:** the fundamental value that my committee provides to its customers
- **Differentiation:** what sets my committee apart from other committees



STRATEGIC PLANNING: MISSION, OBJECTIVES AND GOALS

Start with your mission statement as defined in article 507 and modify it so that it meets the criteria laid out above. If the mission statement you develop here is different from what is in article 507, then work with your VP to submit an amendment to code.

Demographics	
Your Name	<i>Ed Tsuzuki, Vice Chair</i>
Your Committee	<i>Records and Tabulation</i>
Division Name	<i>Local Operations</i>
Division VP	<i>Julie Heather</i>

Mission
<i>The Records and Tabulation Committee shall establish and maintain a standardized process of recording and verifying times and names and shall publish the Top 10 times, All-American rosters and USMS national records annually for each course.</i>



Setting Objectives and Goals

What are objectives and goals?

Objectives are broad statements of what the organization wants to achieve in order to execute its mission and create value for itself within USMS. Goals are specific, measurable, attainable, realistic and time-bound outcomes. They help you determine your progress in meeting objectives. Objectives and goals are applicable to all tiers of an organization.

By the end of this exercise, you will have developed a balanced set of objectives and goals linked to your committee's mission. You will have defined financial, customer, process/operational and organizational goals. By "balanced," we mean you should try to have at least one objective and goal that focuses on financial, customer, process/operational and organizational responsibilities.

When setting objectives, you should use the following criteria:

- Your objectives should refrain from setting targets
- The objectives should be broad and balanced
- There should be a manageable number (five to eight)
- The objectives should align with your mission, USMS principles and divisional objectives.

Use the following questions to help focus and define your objectives across four areas: financial, customer, business process and organizational.

What are my financial management objectives and goals as a chair?

Financial management within USMS may involve cost center, project cost control, budget compliance, salary administration, etc. Examples may include:

- Manage cost center to improve budget
- Establish and manage project budgets
- Control travel and other discretionary expenses.
- Use financial analysis to evaluate opportunities for reduced expenses

What are my objectives from a customer perspective?

Customers can be internal groups within USMS, the membership or even groups outside USMS, depending on your committee. Your objectives must be defined from your customers' viewpoint. Objectives may include:

- Meet delivery commitments
- Build and maintain strong relationships
- Manage customer expectations.



What are objectives and goals?
(continued)

What are my objectives from a functional and business process perspective?

We have recently realigned our organization into divisions based on how we operate (i.e., National Operations, Member Services, Community Services, Local Operations). Business processes, activities and tasks are part of each one of our divisions. It's important to think about operational processes, activities and tasks within your areas of responsibilities. For example, your operational activities and tasks as a committee chair might include:

- Establishing and enforcing standards
- Developing project plans and budgets
- Delivering daily operations within established levels of service
- Once we understand what our operational activities and tasks are, we are ready to define our objectives.

What are my organizational (managerial) objectives?

Two key cornerstones of our new organization are leadership and talent management. Some examples of leadership objectives include:

- Apply USMS operating principles
- Champion new ideas and be willing to take acceptable risks
- Communicate in a timely, consistent manner (emails, conference calls, meetings at convention).

Some examples of talent management objectives include:

- Attract, develop and retain high-caliber talent
- Create teams with diverse backgrounds, experiences, genders, race, etc.
- Create a climate that fosters excellence, collaboration and teamwork
- Provide coaching and mentoring
- Manage under-performers.



Creating your goals

Next, create goals that are linked to each objective.

Goals are specific, measurable, attainable, realistic and time-bound outcomes. They help you determine your progress in meeting objectives. Your objectives are the starting point for defining your goals.

For each objective, define two to three goals by using the SMART criteria:

- **Specific** – Did I state exactly what I want to achieve, how we’re going to do it and when I want to achieve it?
- **Measurable** – Did I establish concrete criteria for measuring progress for attaining each goal?
- **Attainable** – Is the goal within reasonable reach?
- **Realistic** – Are we willing and able to work toward achieving this goal?
- **Time-bound** – Can I set a specific date by which to achieve this goal?

It’s also important to prioritize your goals so that you can ensure the right people are working on the right things at the right time to maximize the impact your committee has on accomplishing your mission and ensure that your goals support the top-priority objectives and goals of USMS.

After defining two to three goals per objective and prioritizing each goal, assign a measurement for each goal that will help you evaluate your progress toward that goal.

Objectives	Category (F, C, P, O)	Goals	Priority (H, M, L)	Measurement
Example: Build and maintain strong relationships.	Customer	Conduct an annual review of all marketing literature	M	Report and recommendations

Objective and goals template

You should now be able to complete the following table using the information you developed in the sections above.

- Create at least one objective for each category (you can have more than one objective per category, but each category should contain at least one objective).
- Create two to three goals for each objective.
- Prioritize each goal (high, medium, low)
- Define how you will measure whether the goal is achieved.

STRATEGIC PLANNING: MISSION, OBJECTIVES AND GOALS

Objectives	Category (F, C, P, O)	Goals	Priority (H, M, L)	Measurement
<i>Establish and manage Records and Tabulation Committee budget</i>	<i>Financial</i>	<i>Submission and approval of annual budget at annual convention</i>	<i>H</i>	<i>Actual spend (Goal: within 10% of approved budget)</i>
<i>Timely publication of the Top Ten listings for all courses (SCM, LCM, SCY) in both hard copy and electronic versions</i>	<i>Customer</i>	<ul style="list-style-type: none"> • <i>Ensure receipt of all LMSC top ten submissions by due dates as prescribed in LMSC Handbook</i> • <i>Ensure publication of preliminary top ten times by mid-July, early November, and mid-February (for SCY, LCM, and SCM respectively)</i> • <i>Ensure publication of final top ten times by end of August, December, and April (for SCY, LCM, and SCM respectively)</i> 	<i>H</i>	<i>% of all LMSC top ten submissions received on time (Goal = 100%)</i> <i>On-time publication of preliminary top ten</i> <i>On-time publication of final top ten</i>
<i>Timely publication of individual All-American and All-Star and relay All-American listings</i>	<i>Customer</i>	<i>Ensure accurate publication of annual All-American and All-Star lists within 10 days of final Short Course Meter top ten publication</i>	<i>H</i>	<i>On-time publication of All-American and All-Star lists</i>
<i>Improve assignment of USMS IDs in top ten submissions</i>	<i>Process</i>	<i>Ensure complete information is included in all top ten publications. Improve secure access by LMSC Top Ten Recorders to the national registration database to enable greater compliance with the requirement to submit valid IDs and clubs along with names and times</i>	<i>H</i>	<i>% of swims with missing information at final publication (Goal = 0%)</i>
<i>Track pool certifications</i>	<i>Process</i>	<i>Create a database of pools and their certification status by December 31, 2007. Work with USMS webmaster to have this made available on the USMS website.</i>	<i>M</i>	<i>Annual review of certification list</i>
<i>Strategy for long-term vision of improving automation, accuracy, and increasing swimmer recognition (beyond "Top Ten")</i>	<i>Process</i>	<i>Work with Top Times group and USMS organization to understand overall strategy with regard to meet data base, standardization of meet data formats, and development of web tools on the USMS website. Develop high-level proposal (assumptions and requirements) for achieving vision by May 18, 2008</i>	<i>H</i>	<i>Draft of proposal complete.</i>

STRATEGIC PLANNING: MISSION, OBJECTIVES AND GOALS

Objectives	Category (F, C, P, O)	Goals	Priority (H, M, L)	Measurement
<i>Maintain process and training documentation for LMSC Top Ten Recorders</i>	<i>Organizational</i>	<i>Review Records and Tabulation section of LMSC Handbook annually Provide training and documentation of Swim Master software as requested</i>	<i>H</i>	<i>Annual review of LMSC handbook performed</i>

Objective and goals template
(continued)

Now that you've developed your objectives and goals, test them by asking yourself the following questions:

For your objectives:

- Do you have an objective in each of the balanced scorecard categories?
 - Financial
 - Customer (relationship management)
 - Business Process (includes quality)
 - Organizational (talent management, leadership)
- Do you have a manageable number of objectives (five to eight)?
- Do your objectives align with the mission that you defined earlier?
- Do these objectives align with USMS operating principles?
- Do these objectives align with your divisional objectives?

If you answered no to any of these questions, please go back and modify your objectives.

For your goals:

Test their quality against the SMART criteria:

- **Specific** – Did I state exactly what I want to achieve, how we're going to do it and when I want to achieve it?
- **Measurable** – Did I establish concrete criteria for measuring progress toward the attainment of each goal?
- **Attainable** – Is the goal reasonable?
- **Realistic** – Does this goal represent an objective toward which we are willing and able to work?
- **Time-bound** – Can I set a specific date by which to achieve the goal?

In addition, do your goals:

- Align with your mission and objectives?
- Represent substantive outcomes related to your objectives?
- Reflect positive terms?
- Enable tracking for progress?

If the answer to any of these questions is no, then adjust your goals



accordingly. If you answered yes to all questions, then CONGRATULATIONS, you are done, for now!

Of help to many of us it to clarify the sources from which we receive inputs for running our committees effectively. While it is not part of the definition of our mission, objectives and goals, it is relevant to the way we manage our committees, so please take a few minutes to complete this portion as well.

Objective and goals template
(continued)

From which individuals, committees and organizations, both internal and external to USMS, do I receive information or materials and what are those inputs?

Your committee receives primary inputs from “suppliers” (sources such as other committees, the Executive Committee, the executive director, sponsors, members, etc.). These inputs are used to produce the outputs, or value provided, to your customers. Focus on the primary suppliers and inputs you need.

Suppliers or Service Partners	USMS, Members, Outside	Inputs (Product or Service)
<i>LMSC Top Ten Recorders</i>	<i>Members</i>	<i>Top ten files for each course</i>
<i>USMS Webmaster</i>	<i>USMS</i>	<i>Web publication tools for top ten, All-Americans and All-Stars</i>
<i>National Registrar</i>	<i>USMS</i>	<i>National registration data base</i>
<i>Mary Beth Windrath, Programmer</i>	<i>Member</i>	<i>Top ten compilation software</i>
<i>Top Ten publication</i>	<i>Outside</i>	<i>Printed copies of top ten</i>
<i>USMS swimmers – potential record holders</i>	<i>Members</i>	<i>Proof of age (birth certificates, passports, etc.)</i>



Appendix A: Committee Definitions (from article 507 of the USMS rule book)

507.2.1—Championship Committee

The Championship Committee shall consist of the committee chair and at least three members who have had experience in overseeing a national championship meet and two members without such experience. The committee shall serve in an advisory capacity to national championship hosts and make recommendations and decisions that enhance the quality of championship meets. The committee shall solicit and receive bid proposals, review bids and make recommendations to the House of Delegates regarding sites for national championship meets.

507.2.2—Coaches Committee

The Coaches Committee shall develop programs and tools to enhance the quality of Masters swimming programs and coaching. The committee shall provide for the recognition of outstanding Masters swimming coaches and programs, and may serve in an advisory capacity to other USMS committees and officers on coaching issues.

507.2.3—Communications Committee

The Communications Committee shall consist of the committee chair, the rule book coordinator, the chair of the Editorial Committee and at least eight other members. The national publication editor and the webmaster/IT director shall be ex-officio members. The committee shall plan and provide guidance for communications with the general membership and shall interact with all USMS committees and LMSCs to develop communications that promote the healthy lifestyle of Masters swimming, highlight the benefits of membership and provide ongoing feedback and information regarding USMS programs.

507.2.4—Editorial Committee

The Editorial Committee shall consist of the committee chair; one representative from each of the following committees: Marketing, Finance, and Sports Medicine, Health and Safety; and additional members to ensure representation from each division. The USMS national publication editor and the USMS webmaster/IT director shall be ex-officio members. The committee shall manage all USMS publishing activities and shall set publishing policy. The committee shall support the operations staff handling the separate elements of USMS publications. The committee shall work with representatives from the publishers of the USMS national publication on magazine-related activities.

507.2.5—Finance Committee

The Finance Committee shall consist of the committee chair and no more than 16 additional members, with at least one member from each zone. The treasurer, the internal auditor and the controller shall serve as ex-officio members of the committee. The Finance Committee shall:

A Develop policies pertaining to the financial affairs of USMS.

B Receive and review the annual reports of the internal auditor, treasurer and controller.

C Prepare or cause to be prepared a summary of the above reports to be presented to the House of Delegates at each annual convention.

D Annually receive and compile all budget requests from each officer and committee for the next fiscal year.

E At each annual convention, prepare USMS's budget for the next fiscal period and submit same to the House of Delegates for approval.

507.2.6—Fitness Committee

The Fitness Committee shall study and develop fitness swimming activities for the general membership at the national level, and encourage such activities at the local level. The committee shall educate adults on the fitness benefits of swimming.

507.2.7—History and Archives Committee

The History and Archives Committee shall record, collect and preserve documents, stories, photos, exhibits, oral histories and other memorabilia in an appropriate repository and in durable formats to ensure that the achievements of USMS and Masters swimmers will be maintained for posterity. The archived information shall be made available.

507.2.8—International Committee

The Amateur Swimming Union of the Americas representative and FINA representative shall be ex-officio members. The International Committee shall identify opportunities for and provide support to USMS in bidding to host international events and facilitate and support local organizing committees when USMS hosts an international event. The committee shall promote international communications and USMS members' participation in international meets, open water events and postal swims. The committee shall also serve as a resource for the USMS membership concerning differences between USMS and international competitions.

507.2.9—Legislation Committee

The Legislation Committee shall consist of the committee chair and no more than 16 additional members, with at least one member from each zone. The Rules Committee chair and the rule book coordinator shall be ex-officio members of the committee. The committee may initiate and shall consider proposed amendments, and shall report them, with the committee's recommendations, at the annual meeting of the House of Delegates, in accordance with the provisions of Part 6. The committee may interpret and render opinions regarding any provision of the rules and regulations of USMS within the committee's jurisdiction as defined in article 601.1.



507.2.10—Long Distance Committee

The Long Distance Committee shall consist of the committee chair and no more than 16 additional members, with at least one member from each zone. The rule book coordinator shall be an ex-officio member of the committee. The chair shall serve as the USMS liaison to the USA Swimming Open Water Committee. The committee shall solicit and review bid proposals and select the sites for the long distance championship events. The committee shall work in a coordinating and advisory capacity with event hosts and make recommendations to enhance the quality of long distance championship events. The committee may initiate and shall consider proposed amendments, and shall report them, with the committee's recommendations, at the annual meeting of the House of Delegates, in accordance with the provisions of Part 6. The committee shall maintain records and select the All-American Long Distance and Long Distance All-Star Teams. The committee may interpret and render opinions regarding any provision of the rules and regulations of USMS within the committee's jurisdiction as defined in article 601.1.

507.2.11—Marketing Committee

The Marketing Committee shall define the marketing and communications goals and objectives that are supportive of the purpose and philosophy of Masters swimming, and shall execute the activities necessary to accomplish these goals and objectives.

507.2.12—Officials Committee

The Officials Committee shall develop policies and procedures to assure that all USMS sanctioned events are officiated uniformly and conducted in conformance with the USMS swimming rules.

507.2.13—Planning Committee

The Planning Committee shall consist of the committee chair and at least two additional members, representing a broad range of experience. The committee shall work closely with the Board of Directors—particularly the president—to generate short- and long-range plans, goals and objectives related to the vitality and quality of Masters swimming. The committee shall recommend appropriate projects, policies and priorities in response to issues that affect USMS programs. The committee shall conduct periodic reviews of the organizational structure and shall suggest changes to enhance communications, efficiency and productivity.

507.2.14—Recognition and Awards Committee

The Recognition and Awards Committee shall consist of the committee chair, USMS-registered Ransom J. Arthur Award recipients and additional members to assure age and zone representation. The committee shall review and approve proposals for all official USMS awards. The committee shall maintain a history of award recipients.

507.2.15—Records and Tabulation Committee

The Records and Tabulation Committee shall establish and maintain a standardized process of recording and verifying times and shall publish the Top 10 times, All-American rosters and USMS national records annually for each course.

507.2.16—Registration Committee

The Registration Committee shall include the committee chair, one member from each zone, and one member-at-large. The committee shall develop policies and procedures for registration and LMSC registrars, inventory registration materials, communicate with the LMSC registrars and assist in evaluating the registration function of the national office.

507.2.17—Rules Committee

The Rules Committee shall consist of the committee chair and no more than 16 additional members, with at least one member from each zone. The Legislation Committee chair, the rule book coordinator and the Officials Committee chair shall be ex-officio members of the committee. The committee may initiate and shall consider proposed amendments, and shall report them, with the committee's recommendations, at the annual meeting of the House of Delegates, in accordance with the provisions of Part 6. The committee may interpret and render opinions regarding any provision of the rules and regulations of USMS within the committee's jurisdiction as defined in article 601.1.

507.2.18—Sports Medicine, Health and Safety Committee

The Sports Medicine, Health and Safety Committee shall advise USMS and educate its members on topics of health, medicine and safety. The committee shall conduct, stimulate and encourage research in health, medicine and safety pertaining to Masters swimming.

507.2.19—Zone Committee

A The Zone Committee shall consist of the vice president of local operations, who shall serve as chair, plus a representative from each zone elected by the delegates from each LMSC within that zone.

B The committee shall enhance communications between the National Office and LMSCs, and between USMS committees and LMSCs. The committee shall carry out the responsibilities assigned to it by the policies of the House of Delegates, the president, the *USMS Code of Regulations* and the stated need of the LMSCs.

C The Zone Committee shall develop and maintain election operating guidelines pertaining to the conduct of USMS national elections.

507.4. APPOINTMENTS

507.4.1—Coordinators

The president, with the concurrence of the Executive Committee, shall appoint the coordinators. Coordinators will have the same rights and responsibilities as the chairs of standing committees. A coordinator, with the concurrence of the president, may appoint a working group to assist the coordinator.



STRATEGIC PLANNING: MISSION, OBJECTIVES AND GOALS

A Convention Coordinator—The convention coordinator shall cooperate with USAS in the preparation of each year's national convention and carry out the operational needs of the House of Delegates and its committees at convention.

B Insurance Coordinator—The insurance coordinator shall study and review the insurance needs of USMS and shall recommend policy and procedure, and appropriate insurance coverage for USMS, its participants and its programs.

C Rule Book Coordinator—The rule book coordinator shall design, edit and produce the rule book and other materials or media, as approved by the House of Delegates. The rule book coordinator shall be a member of the Communications Committee and an ex-officio member of the Legislation, Long Distance and Rules Committees.