

	<h2>Policies and Procedures</h2>	
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1. POLICY OVERVIEW

- 1.1. Sections two (2) and three (3) give general information applicable to the entire policy.
- 1.2. Section four (4) through six (6) provide an overview of Utah Swimming succession planning as well as the roles various people have and applicable activities the board has chose to adopt.
- 1.3. Section seven (7) lists documents and forms related to this policy.
- 1.4. Sections eight (8) and nine (9) outline administrative procedures and responsibilities for ongoing policy implementation, notification, and distribution.

2. PURPOSE OF POLICY

- 2.1. To preserve institutional knowledge for future LSC leaders.

- 2.2. To share guidelines and information that has proven effective in the and possible pitfalls so they can be avoided.
- 2.3. To record board approved policies so LSC leaders and committee members know what to do.
- 2.4. To establish a framework to build volunteers with increased capacity who can become effective LSC leaders.
- 2.5. Historical Note: In 2022 the UTSI Strategic Plan called for the Governance Committee to research possible succession plans and present options to the board. This policy was first developed as result of that research and discussion.

3. DEFINITIONS

- 3.1. **Appendix:** Supplementary material located at the end of some Utah Swimming Policies and/or Procedure documents. Appendix material is not mandated policy and therefore does not require board approval to change.
- 3.2. **Board Member:** A member of the Utah Swimming Board of Directors, including the At-Large Board Members.
- 3.3. **Board of Directors:** The Board of Directors of UTSI.
- 3.4. **Candidate:** A person whose nomination has been accepted by the UTSI Nominations Committee and who has accepted their nomination for a Utah Swimming elected position.
- 3.5. **Leadership Task Calendar (LTC):** A spreadsheet that compiles board and other leadership tasks as dictated in UTSI governing documents or related support and assigns a responsible party and deadline.
- 3.6. **Local Standouts:** People who are engaged and helping at the team and/or meet levels.
- 3.7. **LSC:** Local Swim Committee, the regional governing body for USA Swimming. The LSC for the state of Utah is Utah Swimming.
- 3.8. **Nominee:** One who has been nominated for a Utah Swimming elected position.
- 3.9. **UTSI:** Utah Swimming, Inc. A Utah not-for-profit corporation.

4. UTSI SUCCESSION PLANNING OVERVIEW

4.1. Five Key Aspects of Succession Planning

- 4.1.1. Identify Key Areas and Positions
- 4.1.2. Identify Job Requirements and Responsibilities of Key Areas and Positions
- 4.1.3. Identify Capable and Willing Individuals
- 4.1.4. Develop Plan to Build Capabilities (if needed) and Transfer Knowledge
 - 4.1.4.1. This policy attempts to identify and integrate key behaviors and processes that can help to embed leadership development within the Utah Swimming culture. This includes both building capabilities and transferring knowledge on an organizational level.
 - 4.1.4.2. Additional planning and follow-through may be needed to help prepare individuals to fill specific roles.

4.1.5. Assess Progress/Evaluate Effectiveness

4.2. What are the Benefits of Succession Planning?

4.2.1. Succession planning helps organizations be prepared for leadership transitions when necessary. It helps to embed leadership development as a core organizational system, rather than as a reactionary process, so the organization is ready for inevitable change.

4.2.2. Succession planning strengthens the overall capability of the organization.

4.3. Why is Succession Planning Important to Utah Swimming?

4.3.1. It can help keep the organization running with continuity despite regular turnover in leadership.

4.4. How does Succession Planning Differ in Utah Swimming from Other Organizations?

4.4.1. Flexibility is a prime consideration

4.4.1.1. Because Utah Swimming is primarily a youth sports organization relying on volunteers to fill leadership positions, long-term development processes were deemed ineffective for this organization. For example, to require someone to fill a term as a “General Chair-Elect” and then go on to fill another term or two as the actual General Chair was not a realistic expectation for this organization.

4.4.1.2. We cannot rely on one highly skilled or trained person to fill a specific role. If they are available and willing to serve, wonderful! But the organization cannot rely upon this being the case every time. We need to have a system that enables more than one person to fill needed roles.

4.4.2. Committees Fill a Vital Role in the UTSI Succession Plan

4.4.2.1. Functioning committees are essential in the Utah Swimming Succession Plan. Through them

4.4.2.1.1. A bigger base of people gets trained in LSC work

4.4.2.1.2. The workload gets spread around, making board positions more doable.

4.4.3. Current, Comprehensive, and Readily Available Documentation of Institutional Knowledge is Key

4.4.3.1. This type of documentation can help to fill gaps in knowledge, if needed.

4.4.3.2. This type of documentation for Utah Swimming includes job and committee descriptions, board orientation and onboarding materials, the Leadership Task Calendar, and LSC Governing Documents. (See policy #1 (Introduction to Utah Swimming) on the [UTSI Policies and Procedures webpage](#) for more information)

4.4.4. Ongoing Interpersonal Support and Mentoring

4.4.4.1. Alternating board and committee members terms provides intermittent turnover rather than all at once. At any given time, there should be both seasoned and newer members in the group. This can provide a measure of continuity as well as help newer members grow into their role.

- 4.4.4.2. The Governance Committee provides “Board Partner” mentoring to each board member.

5. SUCCESSION PLANNING ROLES

5.1. Board Member Roles

5.1.1. Ensure Committees Run Well

- 5.1.1.1. BOARD MEMBERS are responsible to ensure their committees are functioning well. For a chart of committees each board members has administrative responsibility for, see policy #1a (Administrative Overview Chart) on the [UTSI Policies and Procedures webpage](#).

5.1.2. Become Familiar with “Local Standouts”

- 5.1.2.1. “Local Standouts” is defined in the “Definitions” section of this policy.
- 5.1.2.2. Utah Swimming does NOT want to rob or harm teams by “taking” their best volunteers. But we DO want to **strengthen the connection between the LSC and teams as well as encourage mutually beneficial service.**
- 5.1.2.3. Be mindful of those on committees you interface with who should be in the “pipeline” for a broader role in Utah Swimming. Invite and encourage broader participation.
- 5.1.2.4. Be mindful of local standouts. As possible, become familiar with these high-performing members of Utah Swimming. Consider inviting them to serve on committees or in other ways.

5.1.3. Work with your “Board Partner” from the Governance Committee

- 5.1.3.1. Ask questions and share concerns
- 5.1.3.2. Receive mentoring

5.2. Committee Member Roles

5.2.1. Aim for Intermittent Turnover

- 5.2.1.1. It’s helpful to have both seasoned and newer committee members at any given time. This helps newer members grow into their role and provides continuity.

5.2.2. Become Familiar with Local Standouts

- 5.2.2.1. “Local Standouts” is defined in the “Definitions” section of this policy.
- 5.2.2.2. Utah Swimming does NOT want to rob or harm teams by “taking” their best volunteers. But we DO want to **strengthen the connection between the LSC and teams as well as encourage mutually beneficial service.**
- 5.2.2.3. Be mindful of those on your committee who should be in the “pipeline” for a broader role in Utah Swimming. Invite and encourage broader participation. Let members of the Board of Directors and Governance Committee know of them.

5.3. Governance Committee Role

5.3.1. Fill the Nominating Committee Role

- 5.3.1.1. Begin early each year to do the *Five Key Elements of Succession Planning*. (Listed a previous section of this policy)

5.3.2. Provide Board Nominee, Candidate, and Member Support

5.3.2.1. Preboarding

5.3.2.1.1. Preboarding takes place as the Governance Committee seeks and vets nominations and works with candidates before the election.

5.3.2.1.2. See policy #110 (Nominating) on the [UTSI Policies and Procedures webpage](#) for more information.

5.3.2.2. Orientation Meeting

5.3.2.2.1. An orientation meeting, conducted by a member of the Governance Committee, is held for newly elected board members as soon as possible after the election. The meeting may be held in person or virtually. If needed, more than one meeting may be called.

5.3.2.2.1.1. It is recommended to hold the orientation meeting soon after the election and before the board meeting if possible. Timeliness matters.

5.3.2.2.2. A member of the Governance Committee contacts newly elected board members as soon as possible after the election. Gives their contact information, gets the new board members' contact information (if needed), and sets up a date and time for the orientation meeting.

5.3.2.2.3. A member of the Governance Committee ensures each new board member receives both the New Board Member Orientation Checklist (policy #24 on the [UTSI Policies and Procedures webpage](#)) and all the information and documents listed therein.

5.3.2.3. Onboarding and Board Partners

5.3.2.3.1. The Board Partner Program provides one-on-one mentoring for each board member throughout their term from a member of the Governance Committee.

5.3.2.3.2. Each Board Member is assigned a "Board Partner" member of the Governance Committee.

5.3.2.3.3. Governance Committee members should contact their board partners at least monthly.

5.3.2.3.3.1. Checking in soon after the emailed monthly LTC report is recommended.

5.3.2.3.4. Board Members may contact their Governance Committee Board Partner anytime.

5.3.2.4. Debriefing Exiting Board Members

5.3.2.4.1. The Governance Committee will debrief exiting board members and get feedback on their service. What do they feel went well? What didn't? Any suggestions? Etc. As applicable, use feedback to improve UTSI processes, governing documents, etc.

5.3.3. Ensure LSC Governing Documents are Current, Comprehensive, and Readily Available

5.3.3.1. UTSI Governing Documents are outlined and described in policy #1 (Introduction to Utah Swimming). (Available on the [UTSI Policies and Procedures webpage](#).)

5.3.4. Become Familiar with Local Standouts

5.3.4.1. “Local Standouts” are people engaged and helping at the team and/or meet levels.

5.3.4.2. Utah Swimming does NOT want to rob or harm teams by “taking” their best volunteers. But we DO want to **strengthen the connection between the LSC and teams as well as encourage mutually beneficial service.**

5.3.4.3. This can help to build a “pipeline” of possible future committee members and LSC leaders.

6. SUCCESSION PLANNING ACTIVITIES

6.1. Informally “Call Out” Local Standouts in Board Meeting

6.1.1. “Local Standouts” is defined in the “Definitions” section of this policy.

6.1.2. The GENERAL CHAIR ensures this is regularly included on board meeting agendas

6.1.3. The SECRETARY ensures the names of those “called out” and applicable information are recorded in the minutes. (For example, club affiliation, what they did, etc.)

6.2. State Meet Director Report

6.2.1. The CHAMPIONSHIP MEET STEERING COMMITTEE (CMSC) manages the reporting system and ensures that:

6.2.1.1. A section listing outstanding meet volunteers by name and club affiliation is included in the report.

6.2.1.2. Pertinent sections of the report, including the names and club affiliation of standout volunteers, are passed along to the UTSI Board of Directors no later than two board meetings after the meet.

6.2.1.3. The CMSC reviews the entirety of the report no later than within 4 weeks of receipt.

6.2.1.4. The CMSC preserves these reports and makes them available to future meet leaders. If needed, the Board or Governance Committee may request to review past reports.

6.3. Club Showcase

6.3.1. Idea: Clubs have a couple of minutes at the beginning of board meeting to showcase an outstanding local volunteer or volunteers.

6.3.2. Goal: To increase connection between the board members, clubs, and outstanding club volunteers.

6.3.2.1. Board members can make showcased volunteers aware of programs USA Swimming or the LSC offer that can help them in their work. (For example, if the showcased volunteer is a great team chaperone, the Senior Chair can make sure the volunteer knows about the athlete reimbursement program for travel meets. The

Safety Chair can make sure they are aware of MAAPP and other athlete safety measures.)

6.3.3. Manager: The ADMINISTRATIVE VICE CHAIR manages the Club Showcase program. This includes ensuring a club is lined up to present at the Club Showcase and that board members understand their role.

6.3.4. Timing: Recommend having the Club Showcase at board meetings at least quarterly if not monthly.

7. RELATED DOCUMENTS AND FORMS

7.1. Orientation Materials

7.1.1. Available on the [Utah Swimming Policies and Procedures webpage](#)

7.2. Utah Swimming Governing Documents

7.2.1. Listed and described in policy #1 (Introduction to Utah Swimming) found on the [Utah Swimming Policies and Procedures webpage](#)

7.2.2. All Utah Swimming Governing Documents are available on the Utah Swimming website (www.swimutah.com) under the "Governance" tab

7.3. State Meet Director Report

7.3.1. In development as of January 2023

7.4. Debriefing Survey

7.4.1. Given to exiting board members by the Governance Committee

7.4.2. Available in the Governance Google Drive owned by Utah Swimming

8. NOTIFICATION

8.1. Add role responsibilities to board member job descriptions in policy #20 (Board of Directors) and reference this policy.

8.2. Add role responsibilities to committee responsibilities in policy #50 (Committee Handbook) and reference this policy.

8.3. Add "Preboarding" information to policy #110 (Nominations) and reference this policy.

8.4. Integrate assignments into the Utah Swimming Leadership Task Calendar (LTC)

9. DISTRIBUTION OF POLICY AND UPDATING

9.1. Post on the UTSI Policies and Procedures webpage

9.2. Integrate regular review and updates into the Utah Swimming Leadership Task Calendar (LTC)

9.3. Assign Administrative Responsibility for this policy to the Governance Committee

CHANGE LOG				
Version	Date	Description of Change/Section(s)	Author or Editor	Authority
1	1/10/2023	Policy created	Cathy Vaughan, Ellie Boyer, McKay Larsen, Ron Lockwood, Susan Winter, Stan Crump	BOD

APPENDIX

(Not in use yet)