

The American Swimming Coaches Association

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"Leadership in American Swimming Through Education, Certification, Cooperation."

Coaching Contracts

First Words

The material presented in this paper is based on vision, common sense, and experience. It is not intended to provide legal assistance. After all is read and understood about a contract, understand this first: a contract, no matter how well written is not the ultimate answer to job security. Details below.

Our vision is that of a coach with the ability to work with others, with communication skills, with energy and willingness to run the whole show, with organizational skills, and with leadership ability to serve as a Chief Executive Officer of a parent run club. The vision also includes a parent Board that is willing to hire a coach and turn the day to day operations over to the coach.

We want to see more coaches move toward the CEO model because it will lead to greater authority, greater compensation, and greater stability. All full time coaches want those three things.

Our vision is lofty. But just like the coach, who prepares a team workout oriented around the most skilled and conditioned swimmers, this guidebook is oriented to those who aspire to be CEO coaches.

For those coaches who are not yet ready for the CEO model, or are part time coaches, this guidebook also has value in that the basic structure and content of a contract will work you as well.

Common Sense: In this case common sense simply means "Does the contract describe the authority, compensation, and stability that the coach truly wants?" For example, 3 out of 4 contracts we review for coaches contain the clause, "This contract can be terminated at any time without cause." This means it isn't a contract. It means the employer can cut the coach off at any time for no reason. Simple common sense says that this offers no stability. Why is such a clause in the contract? Because it protects the employer. Use common sense to protect yourself from such nonsense.

Experience: We have reviewed hundreds of contracts and worked with hundreds of coaches and employers. We have seen what works and what does not. This guidebook brings the coach what works.

This guidebook is not legal assistance.
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We are not attorneys. The club with which the coach is negotiating probably does have an attorney working on their behalf. The coach should have legal assistance on their behalf. Have an attorney review the your contract. Expect it to cost \$150 to \$300.

[Another alternative is to subscribe to Pre-Paid Legal services. For \$23.95 a month the coach receives a contract review, unlimited consultation with an attorney, 60 free hours of pretrial and trial defense in case the coach are sued and other benefits that can save the coach thousands of dollars. Contact the ASCA office for more details.]

The final first words: The ultimate success of the relationship between coach and club rests not in the legal wording of a good contract, but in the ability of the coach to form an unwritten partnership with the family members of the club. Most coaches are fired for reasons that have nothing to do with their coaching skills. Most are fired because they don't know how to work well with parents. Learn to communicate. Sharpen your listening skills. Seek to become a partner with each set of parents for the purpose of developing the child. The coach won't always be successful, but the more parents the coach forms partnerships with, the greater the coach's security is. We have worked with many coaches who have been fired by a small group of parents but who later have gotten their jobs back by rallying the support of the many families the coaches had formed partnerships with. Don't assume support. Work for it every day.

Contract Philosophy

Points:

1. The contract protects both parties.
2. The specific responsibilities of the coach are an integral part of the contract.
3. The coach should initiate the contract.
4. Does the contract reflect the stated ambitions of the club?

We should look at a contract as a tool for protecting both the coach and the club. It should be mutually beneficial. One-sided contracts can hurt someone in the short run and can do harm to the profession of coaching in the long run.

The contract is intended to be a clearly defined agreement delineating the obligations, responsibilities and expectations of both parties.

In a world where so many *expect* rather than *earn*, where so many feel they *deserve* rather than *must work for*, it is refreshing to read a contract where the coach puts up what he or she is willing to take responsibility for and later in the document asks for what is fair compensation.

Accountability is the glue that holds the contract together. Coaches unwilling to be accountable may have difficulty in negotiating the compensation desired.

Many contracts we review are only one page and simply state “The Head Coach hereby agrees to perform the duties required by the Board, which includes all Head Coach responsibilities of the competitive swim program.” What are those duties and responsibilities? In some cases they are outlined in a completely different document that is not signed or negotiated but simply handed to the coach. This document is often changed by a vote of the Board without the coach’s consent. In some cases there isn’t any document that states responsibilities – there is only an “understanding.”

We feel the list of responsibilities is a negotiated item and an integral part of the contract – it is not an addendum, a separate document, nor an understanding.

The coach should initiate the contract. Before a coach applies for a job he should have 90 percent of his ideal contract written. This means that the coach knows in advance what he is willing to be responsible for, what he wants authority over, and what he wants in return from the club.

There is magic about things being in print. Once written, they are a long way toward being approved. Don’t wait for the employer to hand the coach the contract.

Know what the real ambitions of the club are. They should be written, but most often are not. The coach must interview the club as strenuously as the club interviews the coach. Find out what the long-term goals of the program are.

For example: if the club says they want to develop senior national swimmers does the contract provide travel expenses to national competitions? Does the club give the coach the authority to attend the highest level of competition when there is a conflict in swimming meets. It is not uncommon for Summer Nationals and summer local Junior Olympics to be on the same week. The contract should say that the coach goes to Nationals if there are national qualifiers.

[Important note: OK, so the contract gives the coach the “right” or ability to attend Nationals but it does not solve the problem of parent education over why the coach attends Nationals. It also does not solve the “problem” of providing coaches for the Junior Olympic meet.]

What’s in a Contract – An Overview

A contract can be written in any style and contain as many or as few provisions as both parties desire. A contract does not need to be written in legalese. It can be written in simple English. It does not need to

follow a prescribed format. It should NOT be a fill-in-the-blanks form the coach finds in a book somewhere (including this paper.)

It should fit the realistic and honest expectations of both parties.

This guidebook is going to suggest and outline a very comprehensive contract that is meant to be edited according to the needs of both parties.

In our pie-in-the-sky contract there are eight basic sections:

1. Named Parties, Purpose
2. Terms of Agreement
3. Terms of Employment
4. Authority and Responsibilities
5. Compensation and Benefits
6. Performance of Duties
7. Responsibility of the Employer
8. Causes for and Methods of Termination

Contract Outline

A. Named Parties, Purpose

- ◆ Head Coach
- ◆ Is “Director” a better description
- ◆ The President of the Board of Directors
- ◆ The Board of Directors
- ◆ general goals and expectations of both parties

B. Terms of Agreement

- ◆ Beginning date, end date
- ◆ Re-negotiation date
- ◆ Non-agreement on re-negotiation process

C. Terms of Employment

- ◆ Clear definition of employment status, employee versus contract labor
- ◆ Head Coach reports to the board president
- ◆ Head Coach works solely for the club

D. Areas of Responsibility and Authority

Coaching

- ◆ responsible for all levels of swimming in the program
- ◆ coaches at least one level (specify which level(s))
- ◆ sets workout schedules
- ◆ sets workout groups and criteria for advancement
- ◆ has prompt attendance on all scheduled meet days
- ◆ in case of swim meet conflict the coach shall attend the highest level of competition
- ◆ sees that all meets are covered
- ◆ designs or oversees season training plans for all groups
- ◆ designs or oversees daily workout plans for all groups
- ◆ has prompt attendance on all scheduled workout days
- ◆ determines the team's meet schedule
- ◆ recommends individual's meet schedule (with parent approval)
- ◆ selects individual's meet events
- ◆ makes all relay assignments
- ◆ supervises meet warm-ups to prepare swimmers, to ensure safety and to comply with USA Swimming warm-up procedures
- ◆ attends all pertinent meetings at meets

- ◆ has authority to dismiss any swimmer (at least temporarily)
- ◆ sets team performance goals
- ◆ facilitates individual goal setting process with all swimmers aged 13 and older
- ◆ facilitates a mental training program with all swimmers aged 13 and over
- ◆ maintains attendance lists
- ◆ establish an environment that fosters positive team attitudes, encourages self-discipline, sportsmanship, responsibility

Director of the Staff Aspects

- ◆ has sole authority to hire new staff within budget
- ◆ authority to dismiss staff without Board approval
- ◆ plans and directs staff meetings once a month (preferably once a week)
- ◆ educates and supervises all coaches
- ◆ formally evaluates all staff members two times during the short course season and once during the long course season
- ◆ coordinates stroke instruction and training principles at all sites and workout groups for consistency

Communication

- ◆ directs a parent education program
- ◆ maintains scheduled office hours
- ◆ maintains team bulletin boards for athletes, parents, and community
- ◆ contacts Board President regularly
- ◆ oversees the feedback committee
- ◆ attends all Board meetings including Executive meetings
- ◆ when possible, attends all LSC meetings
- ◆ provides a written and oral report to the BOD monthly including:
 - membership numbers by age group
 - quality of team using national time standards
 - competition report

Team Travel

- ◆ in charge of all “team travel” arrangements including
 - creating the budget and itinerary
 - selection of transportation and lodging
 - room assignments
 - selection of chaperones

- travel report
- staff report
- review of past, present and future goals
- ◆ handles or oversees:
 - disbursement of meet information
 - posting of meet results
 - meet publicity
 - best times
 - team travel
 - team records
 - team files
 - team newsletter
 - team roster
 - media contact
 - promotion of the team
 - recommend and coordinate ordering of team apparel
 - maintains a calendar of events with practice schedules, swim meets, meetings and special functions

Program Administration

- ◆ plans and submits the budget for approval by the BOD
- ◆ monitors the budget in monthly reports
- ◆ takes responsibility for meeting budget goals
- ◆ is permanent member of the nominating committee
- ◆ assists or oversees all fund raising
- ◆ has ability to write checks within the budget
- ◆ actively involved in the development and promotion of swim meets hosted by the club
- ◆ serves as the liaison between the club and facility director, school and/or public officials

Program Growth

- ◆ has the authority to implement and run a SwimAmerica Learn-to-Swim program
- ◆ has the authority to implement and run clinics
 - supervision of staff
 - discipline
- ◆ responsible for managing the travel budget
- ◆ conducting meetings before and during travel
- ◆ reporting in writing on the results of all team travel

Long Range Planning

- ◆ is completely involved with all long range planning aspects

Professional Association

- ◆ will maintain current USA Swimming coach membership including completion of all required safety courses

E. Compensation and Benefits

Salary and compensation

- ◆ Clear definition of employment status, employee versus contract labor
- ◆ Annual base pay
- ◆ Payment periods
- ◆ Incentive opportunities linked to
 - Membership
 - Learn-to-swim
 - Masters
 - Private lessons
 - Fund raising
- ◆ Club deposits \$100 per month in interest bearing account to be given as signing bonus for next contract renewal (amount forfeited in the event the coach leaves without full 60 day notice)

Benefits

- ◆ Major medical
- ◆ Dental
- ◆ Life insurance
- ◆ Liability insurance
- ◆ Disability insurance
- ◆ In case of serious accident or illness payment of salary for 30 days
- ◆ Three weeks of vacation - agreed upon mutually by BOD and coach
- ◆ Vacation time not to accumulate

Outside engagements

- ◆ Income derived from publishing of articles, books, and/or videos and income derived from speaking engagements are the sole property of the coach
- ◆ 100% of income from private lessons

- ◆ will be a certified member of ASCA

Other Duties

- ◆ The BOD may assign other responsibilities and duties so long as they fall within the written objectives of the club

- ◆ Personal days, 7 per year
- ◆ Sundays off at the coaches' discretion - except for scheduled LSC JO, regional or other championship meets
- ◆ Club will provide \$_____ per year educational fund for
 - Books
 - Videos
 - Minor clinics
 - Major clinics
 - Travel and expenses
- ◆ One Trip per year to Juniors or Nationals regardless of swimmer or not
- ◆ Moving expenses
- ◆ Interview costs
- ◆ Automobile allowance
- ◆ Auto insurance if you drive swimmers
- ◆ Professional Dues for USA Swimming & ASCA
- ◆ Certification and safety training fees
- ◆ Complimentary club membership for spouse and children
- ◆ Retirement plan with club contributing a minimum of one percent of coaches salary
- ◆ Longevity bonus for 5, 10, and 15 years of employment

Expenses

- ◆ Full meet expense reimbursement
 - Advance money for trips
 - Receipts required
 - Includes Juniors/Sectionals
 - National championships

F. Performance of Duties

- ◆ Professional integrity
- ◆ Full compliance with usa code of conduct
- ◆ Full compliance with asca code of ethics
- ◆ Financial integrity
- ◆ Represent the club in the highest moral and ethical behavior
- ◆ Positive role model to athletes
- ◆ Seek and attend educational opportunities

- ◆ Two coaching clinics and one national competition per year
- ◆ Report of results to the bod

- ◆ Two business/communications/people skills seminars per year
- ◆ Report of results to the BOD

G. Responsibility of the Employer

- ◆ Formal evaluation of the coach every six months
- ◆ Establishment of feedback committee with direct reporting to coach
- ◆ Provision for hiring of assistant coaches based upon membership numbers
- ◆ Providing office
- ◆ Providing part time office assistant
- ◆ Providing computer system
- ◆ The club will provide ample facility time, supplies, and equipment
- ◆ The club will allow the coach to determine policy on parent observation of workouts
- ◆ The club will allow the coach to ask any parent to leave a practice with immediate notification of the board president to follow

H. Causes for and Methods of Termination

- ◆ At any time by mutual agreement
- ◆ Severance pay equals one month salary plus all incentives due
- ◆ For final conviction of felony offense
- ◆ For failure to fulfill terms of contract
- ◆ Requires 75% approval of board of directors
- ◆ If disabling accident or illness exceed 60 days the club may terminate contract
- ◆ Coach may leave club before term of contract provided that 60 day notice is given
- ◆ If coach leaves before 60 day notice he forfeits the \$1009 held in reserve

Notes on Authorities and Responsibilities

This area in the contract contains a very long list of responsibilities. Some coaches believe they do not need more paperwork, but just want to coach. We disagree with that. We think that if the coach wants more authority, responsibility and more compensation, then coaches must do more than just coach.

Some BOD's have concerns about turning so much over to the coach. They do not want to give up control of the day to day activities.

Where there is a coach who wants to "just coach" and there is a BOD that wants to manage the details then there is a match. The contract can offer a limited list of responsibilities and authorities.

When there is a mismatch, where there is coach who wants to be a director and is struggling with a BOD that doesn't want to give up control; or where there is a "just want to coach" coach

working for a BOD that wants him to take on more administrative responsibilities, then there is a problem.

In most of these cases the coach will leave the program. The lesson is for coaches to know what they want and for a BOD to know what they want and not to settle for less. Which brings us back to the contract. This list is meant for discussion and for editing according to everyone's needs.

The coach should be responsible for all levels of swimming – not just the senior group. Responsible does not means that the coach has to do it all, but that the coach is responsible to make sure that it gets done. Therefore the Head Coach is skilled at delegation. The coach should take responsibility and accomplish the needed tasks by being able to delegate effectively.

The Head Coach should coach at least one level and the contract should specify which level that the coach coaches. This is something which should be re-negotiated every year because when the coach starts with a young program, the coach might be coaching every kid on the team, and as the team grows, the coach can't coach every swimmer on the team. As the coach re-negotiates the contract, it should state that the coach coaches the senior team. The coach is responsible for all levels of the program, but that is the specific area that the Head Coach coaches.

The coach sets the workout schedule. This is a technical issue. A BOD should not be dictating how long group A works out versus group B.

The coach sets the workout groups and criteria for advancement. This is a big issue and one which often leads to friction in a club. The truth is, there is no universally accepted group structure or criteria for advancement. Coaches use their judgement and that judgement is most often dependent on the current make up of the team and the goals of the team. Both those factors change, therefore, over time, groups and criteria for advancement will change. Parents are well known to lobby a BOD to force a coach to move a child to a group that the coach has determined is not in the immediate best interest of the child. The contract gives the coach this authority and the BOD must reaffirm this authority.

In case of swim meet conflict, the coach shall attend the highest level of competition. This is another big issue. If one of the goals of the club is to develop swimmers to the highest levels then the club must support sending the coach to the highest level that swimmers qualify for – even if it is one swimmer. If the club does not support this concept then what is the message to the rest of the team? “You may qualify for senior nationals but be might not be sending your coach.” In effect, the club would be cutting off the top of the program and destroying motivation to achieve at the highest levels. It is also a motivating factor for the coach and a recognition of the coach's accomplishment as well.

Next item: having said the above, it is also the responsibility of the Head Coach to see to it that all meets are properly covered by qualified staff.

The coach determines the team's meet schedule. This is a gray area where a good argument can be made that the board must approve the team's meet schedule. We would not expect a coach to select numerous out of state meets that would be costly for parents to send their children. On the other hand, a coach must seek out new competition. Where we have a young coach, BOD approval of the team's meet schedule seems appropriate. With more experienced coaches following the CEO model meet selection should be both a responsibility and an authority.

The coach recommends the individual's meet schedule. The coach first develops the team schedule and then the coach recommends to each family which meets the child should go to. It's not the coach's authority to tell each family what they do each weekend, but the coach can and should recommend to the family what meets the athlete should attend.

In some cases a family will want to take a child to a meet that is not on the team schedule. In some cases it is to coincide with a family vacation or visit to relatives. But in some cases it is a chance for the parents to coach their child in a meet just before the child ages up. If the family desires to be a member of the club then the coach should have final approval on all meets attended.

The coach also selects the individual's meet events. This is profoundly important yet we hear of many situations where parents are allowed to choose the events. The coach has the responsibility and the authority to choose events based on the long-term needs of the athlete. Coaches manage the swimming careers of the athletes because they have the technical ability and the perspective to understand the long term needs of the athlete. Good coaches discuss event selection with the athletes. The older the athlete, the more the discussion.

The coach makes all relay assignments. There are many ways to justify the makeup and order

of relays according to whatever short term or long term objectives are being pursued. Is it always the fastest four girls? Maybe not. Maybe the coach has a fifth girl who needs the experience and the motivation while one of the top four girls has already one three individual races and in the past has been part of innumerable winning relays. The coach has the RESPONSIBILITY to develop the team and the AUTHORITY to alter relays accordingly.

The coach designs or oversees the season training plans for all groups. The Head Coach is responsible for age group workouts even though he primarily coaches the Senior Coach. The coach doesn't write the age group workouts because he hired an Age Group Coach to do that.

The coach designs or oversees daily workout plans for all groups. This is the most technical issue in all of the contract yet, unbelievably, some BOD's reserve the right to review the coach's training plans and some BOD's have directed coaches to change their training plans. In some cases BOD's have asked coaches to lighten up workouts, in some cases BOD's have asked coaches to increase intensity, and in some cases BOD's have asked coaches to alter the percentages of aerobic versus anaerobic work. If you are a coach and your BOD reserves the right to review training plans, find another program!

The coach structures individual and team warm-ups. There are still many parts of the country where non coaches can easily get on the deck and attempt to coach their children during warm-ups. This is a coach responsibility and authority. No one else should be involved in the warming up and coaching of the athletes except the coach.

The coach has the authority to dismiss any swimmer temporarily. Temporarily means for the rest of the day. This is a safety issue. A misbehaving and un-coachable athlete cannot distract a coach. It is also a matter of team environment. A coach cannot allow a negative influence to degrade the positive atmosphere the coach is trying to maintain. The coach has the further responsibility to contact the parents and

the President of the BOD that same day to discuss the matter.

The coach sets team performance goals and tracks the progress in monthly reports. This is called "accountability."

The Head Coach will be a certified member of ASCA. Why would a coach not want to be a member of ASCA? Why would a club want to hire a coach who is not a member of the professional association?

The Head Coach has sole authority to hire new staff within the budget. This is a major issue. In most swim clubs the Board of Directors hires a Head Coach and then they hire an Age Group Coach. Who is the Age Group Coach working for? Are they working for the Head Coach or for the Board of Directors? They end up trying to work for both. There are a lot of situations where we end up with a conflict between the Age Group Coach and the Head Coach. It sometimes becomes a battle, and often the Head Coach loses. Why? Because they're coaching the senior swimmers and we generally have less senior swimmers than we have age group swimmers and parents of the senior swimmers often are not as involved in the program as the rest of the age group swimmer's parents, particularly at the BOD level. So after the Head Coach leaves the Age Group Coach, who the coach wanted to hire in the first place but who technically was hired by the Board of Directors, suddenly has the Head Coaches job. Then we start the cycle all over again.

There must be a singular line of command and that line begins with the BOD, to the Board President, to the Head Coach, to the Assistant Coaches. The Head Coach hires Assistant Coaches who share the same coaching philosophies as the Head Coach. This is vital for team growth and for consistency of teaching from group to group.

The Head Coach must also have authority to fire an Assistant Coach if that coach fails to meet performance criteria or is not supporting the policies of the Head Coach.

That's the AUTHORITY of the Head Coach. The RESPONSIBILITY of the Head Coach is to train and supervise the staff. The Head Coach should conduct meetings every week or every two weeks for two purposes: first, to go over administrative details like meet preparations, communication with families, and roster management and second, for staff education. The purpose of staff education is to coordinate stroke instruction and training principles at all sites and workout groups for consistency.

One of the single greatest things we could do in this country to improve swimming is for Head Coaches to make sure their Assistant and Age Group Coaches are educated. We ignore them. It is the Head Coach's job to bring them along. We put them with the novice kids and the fun & fitness kids and give them a little instruction at the beginning of the season, as well as a couple of coaches meetings and then the coach lets them go for the rest of the season. If the Head Coach runs coaches meetings and has in-staff education on a regular basis the program will be much stronger and more stable.

The Head Coach contacts the BOD President regularly. We think this should be every day and the purpose is to keep the line of communication open.

The Head Coach should be present at all BOD meetings. Some coaches want voting privileges. However, in some states an employee of a BOD cannot vote. In any case voting ability simply means the coach chooses sides. It may be "smarter" for the coach to work on selling ideas and building a consensus before the meeting rather than contribute to a situation that divides a BOD.

The Head Coach provides a written monthly report to the Board of Directors. The seed of authority is accountability. A monthly report should report in objective terms the membership numbers (quantity) and the competitive results (quality) of the program including past, present, and goals for the future. A further explanation and sample monthly report are available from ASCA.

The Head Coach handles or oversees various administrative tasks. Nobody we know does every one of the items listed in the contract outline. However, to be responsible for seeing those things done is possible through good delegation. What we are saying here is that a Director/Head Coach – the CEO – is responsible for it all.

The Head Coach should plan the budget and submit it for approval to the BOD. First, it is prepared by the staff and it is mailed to the Board members far in advance of the meeting to give everyone a chance to look at it and absorb it, and ask questions. Then at the Board meeting changes are made and we arrive at an established budget. The budget starts from the staff as directed by the Head Coach.

The budget is also maintained by the Head Coach who sees to it that revenue items under the Head Coach's responsibility are met and expense items are on budget.

Who is responsible for what items in a budget depends on the amount of authority and responsibility given to the Head Coach.

The Coach should be a permanent member of the nominating committee. Why? The coach wants time to develop his program and with frequent turnover on the Board it is important to find or keep people on the BOD who support the coach and his program. This is a more important issue than voting ability.

The Head Coach assists in all fund raising. A lot of coaches don't like to do fund raising and if so that needs to be clear at the start of contract negotiations. If the coach does want to be involved then the coach should be entitled to some percent of the fund raising in which he is directly responsible for raising. In the non-profit industry it is normal for paid directors to retain 15% of the fund raising they develop.

The Head Coach should have the ability to write checks within the budget. When the coach attends the ASCA World Clinic there will be equipment bargains that won't be available for another year. With purchase authority the

coach can buy that new high-tech swim bench for \$200 off because there is an equipment line item in the budget that the coach has authority of.

A learn to swim program builds a program in two ways: it brings cash into the program and it brings swimmers into the program. The coach should have authority and responsibility for running a learn to swim program. (A learn to swim program designed for professional coaches is ASCA's SwimAmerica program.) Team travel, needs special mention. The Head Coach is responsible for coordinating all travel arrangements. Safe and productive travel requires leadership and should not be run by a

committee. The coach selects assistants and delegates work. ASCA has an audio tape on Team Travel Administration.

Long range planning is the most important function a staff and BOD can do together. One of the reason many clubs falter is because there is not a long range planning process. This process sets the course for the future by developing an action plan based up the values of the organization. ASCA has used a long range planning process called VVMOST (Values, Vision, Mission, Objectives, Strategies, Tactics) since 1988 and we have been facilitating VVMOST sessions for swim clubs since 1996. Call us if you are interested.

Notes on Compensation and Benefits

What is the annual base salary the club can afford to pay the coach? This number is based on revenue collected from membership fees, standard fund raising events and meets, and all basic expenses. What is a good base salary – how much is the coach worth? The ASCA Salary Survey and an article entitled “How Much is the Coach Worth” are included later in this guidebook.

There are two basic approaches to salary. In the first approach the coach says, “I’m good and if you want me you will have to pay me this amount of money. You may need to raise fees or the Board may need to undertake additional fund raising in order to afford me.” Or perhaps the BOD may counter, “Well, you’re not THAT good, our fees are as high as we are willing to go, and we do not have the time for additional fund raising. Here’s what we are willing to offer.”

In the second approach the coach says, “I would like to make this amount of money. I realize the club does not currently have the resources to pay me that amount now so I would like a base salary of this amount which I know you can pay and I would like the opportunity to earn more through incentives.” The club can say either, “Fine, we are willing to offer you incentives, what do you have in mind.” Or the club can say, “We really don’t think you should be making

more money than this little sum we are willing to offer as a base salary.”

If the club is not willing to allow the coach the opportunity to improve their salary through incentives our advice to the coach is to look for another club.

The payment period should be described. Monthly is fairly standard, but two times a month is preferable.

The annual base salary is only the beginning. A skilled Director/Head Coach should have the opportunity to make as much money as they are willing to work for. There are many different incentive possibilities. The contract should list specific opportunities.

As an incentive to retain the coach into subsequent contract years, or as a protection to the club to cover expenses to hire a new coach, the club may offer to put \$100 aside each month in an interest bearing account as a signing bonus for the second year. If the coach leaves the club without a 60-day notice or if the coach is fired the bonus money is retained by the club and used as expense money to hire a new coach.

The club should provide major medical insurance for the Head Coach.

Life insurance is offered in some positions.

Disability insurance may be offered. Most insurance agents will tell you that you have a much greater chance of being disabled than someone ever collecting on a life insurance policy. More commonly, salary is guaranteed for 30 days in the event of serious illness or accident.

Three weeks of vacation - two in the fall and one in the spring. Coaches spend incredible hours at their jobs and sometimes work 4, 5, or more weekends in a row. (It is not uncommon for some coaches to work 10 or more weekends in a row. The coach NEEDS time off, agreed on mutually between the BOD and the coach. Coaches do a better job when they have time to recover, renew, and reenergize. It is amazing and sad to hear so many excuses for not taking a vacation. The BOD should require their coach to take time off! How much time? One week in the spring and two in the early fall. We hear many BOD types complain that *nobody* in the real world gets three weeks vacation in their first year. Very few people in the “real world” work the kind of hours under the kinds of pressure a coach does.

It is not reasonable for coaches to ask for vacation time to accumulate.

Everybody the coach works for on the Board of Directors has personal days. Coaches need personal days also. It is the coach's responsibility to see that workouts are covered. ,

Sunday's off. Sunday's off? Definitely, except for scheduled LSC JO or other Regional or other championship meets. Why do we drag everybody off to meets on just about every Sunday? Families should have family days – take a day off swimming. Coaches should have family days – take a day off swimming. It is something to think about.

The club should provide an educational fund. This includes books, major and minor clinics, travel and expenses. The money can be spent at the coach's discretion.

One trip per year to Senior Nationals regardless of whether the coach has a swimmer or not. This is in addition to the education fund. It's an additional educational opportunity for the coach. The coach can get as much out of going to Senior nationals as from a clinic. The coach can go and talk to coaches. The coach can get inspired. The coach can watch great swimming.