

CHAPTER 10 EFFECTIVE MANAGEMENT

1. Management system.

- 1.1. In SA Masters swimming, the approximately 150 administrative/management team (*i.e. all the administrators within SA Masters swimming including SAMS, regions and clubs*) need to form a cohesive unit, strongly supportive of one another and work together to ensure that the enjoyment of swimming is maximized for all.
- 1.2. The management/administration system must be as cost effective and efficient as possible and be firmly embedded within the spirit of masters.
- 1.3. Fundamental to effective management in masters is the awareness that all administrators are volunteers giving up precious time. Therefore, there cannot be a “hire and fire” approach rather an approach which is consolatory and which provides support where there are shortcomings.
- 1.4. The leadership style emanates from SAMS itself and specifically the president.
- 1.5. It boils down to team work. A winning team is one in which information and knowledge is disseminated throughout the team – there are no surprises and no individual or team acts in isolation or in contra-flow to the system. Within SAMS, every member of the executive has equal status whether appointed as part of the initial four executives (as per 3-5.1) or subsequently (3-5.3).
- 1.6. Of course, those swimmers, not part of the management team, should be aware that the administrators are giving up leisure time for their benefit. Any advice and support offered should be positive and constructive in nature (*i.e. if you have a problem also offer a solution!*). Any dissension should be dealt with privately and confidentially and preferably over a tankard of beer (or two) and/or a bottle of wine or two!
- 1.7. Naturally, while many members may have a lot to say, very few find the time to actually contribute by standing for office on any committee be it for a club, a region or on SAMS!

2. Communication

- 2.1. With modern communications systems such as e-mail, cell phones, ‘blackberry’, facebook, etc many issues can be readily resolved thus enabling the management team to keep meetings down to the bare minimum.
- 2.2. E-mail is a powerful and important management communication tool if used correctly. However, it does have its limitations, especially when it comes to issues of dissension. There is, in fact, nothing better than personal contact since then, disagreements can be discussed at length and/or misunderstandings immediately put to rest. Furthermore one should be extremely sensitive when writing an e-mail, especially if it is for general distribution, to ensure that the message one is trying to convey is going to be appropriately interpreted by the readers. There are perhaps, at least three golden rules with e-mails that should be observed:
 - e-mails intended for a person or group of persons is for that person or group and not for general distribution; *i.e.* be extremely carefully to ensure that, when sending/forwarding an e-mail on a general distribution list, the e-mail does not contain reference to an individual(s) which in any way can be construed as humiliating, embarrassing or defamatory.
 - never hit the send button when angry,
 - never hit the send button without first critically analyzing the text from the readers point of view to ensure that the message conveyed is, in fact, a positive contribution to, and is in the spirit of masters.

3. Continuity in SAMS.

- 3.1. Experience has shown that the hand over of SAMS from region to region has had its challenges (see 2-16).
- 3.2. Arising from a proposal (July 09) by Marcelle to ensure the smooth transition from one region to another as well as continuity from one SAMS committee to the next, the following has been implemented:

- The receiving region must nominate their President-elect at least 3 months before the take over.
 - The President-elect will become part of the SAMS committee. This should include all copying in of documentation and emails
 - The past President of SAMS should also be on the new SAMS committee for at least 3 months at the beginning of the take over. Once again, including copying in of documentation and emails.
- 3.3. The procedure will ensure that the new President is up to speed with what has happened in SAMS during the past year and this will also ensure the smooth hand over of SAMS to the new region.
- 3.4. It is required that the past President attend this first meeting of the new committee and the future President attends the last meeting of the committee terminating office. In this regard SAMS will bear the costs if any. If however, there are insufficient funds in SAMS' budget, the future and past regions will share the costs.
- 3.5. A further requirement to ensure a smooth handover is that the SAMS' secretary, during his/her entire term of office, be copied all correspondence so that a comprehensive file in electronic format may be kept and handed over to the succeeding SAMS committee.
- 3.6. SAMS' strategy document (the Integrated Handbook) must be updated by the region hosting SAMS prior to hand over to a new region.

4. Paid secretariat

- 4.1. Following a proposal (see appendix 1) by Roland, regions taking on the hosting of SAMS would be able to receive an amount (regarded as an incentive fund) over and above the normal fees to cover the cost of a paid secretariat. Duties would include general as well as specialized functions such as the handling of registrations using Team Manager. The incentive fund should be used without compunction if this is critical to the success of SAMS.
- 4.2. The cost of the secretariat fund will be nominally R30 000 pa, covered by increasing membership fees by an amount depending on SAMS membership (e.g. 600 members @ R50 each). Members would be happy to pay the additional R50 if this meant the region would then be able to host SAMS and that SAMS would continue to function efficiently and effectively.
- 4.3. Any amount remaining in SAMS' secretariat fund at the termination of office should be used by SAMS (i.e. the host region inclusive of its SAMS committee members) at SAMS'/host region's discretion.