



DEVELOPING A MONTHLY COACH REPORT

by Guy Edson, American Swimming Coaches Association

At the 1983 ASCA World Clinic Don Swartz defined the term "quantum leap" as "an event which batters down previously well-established limitations." He was speaking of a single physical performance which can propel the entire swimming community into new expectations. It can also happen on a smaller scale in your own program when an individual athlete makes a breakthrough performance in a meet or in a practice set and this event propels the whole team to new heights. It's easy to imagine a quantum leap in terms of an athletic event. Is there such a thing as a quantum leap in the leadership of a swimming program? There is, it's called a monthly report.

John Leonard and I experienced a quantum leap in 1974 when Ira Rimmerman, a former Syracuse University swimmer, who is now a senior vice president of Citicorp, visited us. John and I were young and arrogant -- we thought we knew everything. But Ira's skillful questioning humbled us into realizing that we could not document the progress, the status, or the direction of our program. We began writing monthly reports and we have never stopped.

Why do a monthly report?

- First, it is a primary means of communication between you, your staff, and the people you work for. It lets everyone know at a glance where the program is.
- Secondly, it analyzes your program's progress toward its Values, Vision, Mission statement.
- Third, it represents unabashed accountability -- it shows that you have a partnership with the people you work with and for and that you are accountable to them for the growth of your program.
- Fourth, it outlines the course for short term future action. (Long term action is outlined in your Values, Vision, Mission statement.)
- Fifth, it documents your progress in a way that you can use in future negotiations.
- Sixth, it builds confidence in you from the people you work with.
- Seventh, it helps you build confidence in yourself.

Who is the monthly report for?

- First of all, it is for you; strive to please yourself first with the content and form of your monthly report.
- It is for your staff; use it to inform and motivate them -- ask them to do monthly reports to you.
- It is for your employer; use it to improve the perception of you as a CEO type coach.
- It is for others who don't expect to get a monthly report from you; send one to the facility manager, the parks and recreation director, the athletic director, the councilman in your district, and the mayor. Why? You want them to know that you are more than "just a coach", that you are a professional administrator. It also can help build a political base of support when more pool time or community funds are needed. (Don't forget to enclose a short personal note.)

How is the monthly report written and what information should be included?

- The report should be under 4 pages and be primarily comprised of data in outline form. People want to "scan" a report to pick out the major points and do not want to wade through paragraph after paragraph looking for details.
- Reports should include objective data in summarized outline form as well as short narratives to explain important objective data.
- It might also include personal subjective comments -- this adds a bit of your personality to the report and makes for better reading. However, keep the length of narrative to a minimum.

The areas to include in your monthly report include:

- **Numbers report.** How many participants are in your program? How many did you have last year, last month? What is the progress toward your goals? If it is broken down by age and sex you can project future weaknesses in older age groups.

- **Time standards.** How many swimmers do you have with National time standards, Junior time standards, national reportable times, AAAA, and so on? How does this number compare to last month, last year, this year's goal?
- **Meet results.** How many meets did the team participate in? How many swimmers, how many swims, how many best times? What was the best time percentage and how does that compare with the average best time percentage for that type of meet?
- **Publicity.** How many column inches of newspaper space, how many photos, how many radio PSA's, how many TV spots? What is the year to date total, what is your goal, what was last year's total? How many posts to Social Media?
- **Financial.** Include only the bottom line summary here. Attach a complete budget sheet if necessary.
- **Travel.** List upcoming meets and brief information on each. Attach additional information if necessary.
- **Special Projects.** Brief summary of current projects.
- **Staff notes.** Add a brief narrative on any pertinent information.
- **Workout Schedule/Notes.** Include reminders of schedule changes.
- **Monthly Goals.** This may be the most important part of the report. This is where you tell everyone what you had hoped to get done for the month, what was actually accomplished, and your goals for the next month. Try to write your goals in "hard language" -- a way that requires an objective result. For example, write "Swim 60% or better best times at the Eastside Invitational". If you write your goal this way it is easy to measure accomplishment. If, however, you write, "Swim well at the Eastside Invitational", how do you measure success? What does "swim well" mean? Not every goal will be so easily quantifiable, but whenever possible try to make them so.

The last point to make is that these monthly goals are derived directly from your team's long range goals. Each month is a step toward some vision that you and/or others have set for your program. If monthly goals are not related to that vision, then you are not moving in the right direction.

SAMPLE MONTHLY REPORT - October

Allstar Aquatics Academy

Submitted by Ted Nedson, Director and Head Coach on November 2

I. Numbers

Competitive Groups:

	8 & Un	9-10	11-12	13-14	15+	Total	
Girls	12	17	14	15	25	83	
Boys	8	12	8	12	21	61	144

Training Groups	October	Last Month	Last Year
Age Group	51	58	45
Juniors	22		
Seniors	41	50	35
National	30	30	20
Total	144	138	100

New Swimmers: 8 Lost Swimmers: 2

Fun and Fitness Groups (Pre-Team):

	8&U	9-10	11-12	Total	Last Month	Last Year
Girls	17	8	5	30	27	21
Boys	16	6	8	30	32	19
				60	59	40

Masters: October=12 Last Month=0 Last Year=0

SwimAmerica Stations 1-5:

Fall	Summer Session #2	Last Fall
137	265	65

Total Program Participants:

	October	Last Month	Last Year
Competitive	144	138	100
Fun and Fitness	60	59	40
Masters	12	0	0
SwimAmerica	137		65
Total	353	197	205

II. Times Standards: Number of Swimmers with at least one time standard.

	9-10		11-12		13-14		15+		Total	Last Oct	Goal
	Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys			
National					1		1	1	3	2	4
Juniors					1	1	1	2	5	3	6
T-10					1	1	1	1	4	7	8
AAAA	1		2	1		1	2	1	8	10	12
AAA	2	2	3	4	3	3	10	9	36	29	40
AA	2	2	3	4	5	6	10	2	34	22	40
A	2	1	2	3	2	1	5	0	16	22	20
Total	7	5	10	12	13	13	30	16	106	95	130

III. Meet Report

Date	Meet	Type	Swimmers	# of Swims	Best Times	% of B.T.	Prev. Avg.
10/15	County	A A.G.	33	143	111	77%	64%
10/21-23	Invite	AA Senior	27	198	109	55%	57%

County Meet: no team scoring, won 5 of 6 relays

Invite Meet: prelims and finals, Girls 2nd place team, guys were third

IV. Publicity:

"Old Time" Media	October	YTD	Last October YTD
Newspaper column inches	5	15	8
Newspaper photos	0	1	0
Newspaper features	1	1	1
Radio PSA's	12	24	12
Radio sports time spots	2	2	0
TV spots	0	0	0
Neighborhood paper inches	24	36	12

Social Media:

- Facebook posts
- Tweets on team

V. Financial - see attached sheet for line items

Variations from Approved Budget:

	October	Fiscal
Income:	\$ +1,300	\$ +1,300
Invoices	\$ 300	\$ 300
Expenses:	\$ +575	\$ +875
	\$ 275	\$ 275

Increase in income due to large SwimAmerica registration.

Increase in expense due to additional instructors needed.

VI. Travel

- November 10-11. Annual Team Trip to Downstate. 87 swimmers signed up. Information sent to parents, posted at pool, and attached.
- November 29 - Dec 1. Short Course Nationals. 4 swimmers going.

VIII. Special Projects.

- "Great Pumpkin Triathlon" swim clinic was a success. 33 participants at \$30 each. Run by our staff.

IX. Staff Notes

- Kelly returns next month to run the Fun and Fitness program. Her baby is doing great.

X. Workout Schedule/Notes.

- No changes planned for the month except for no practice on Turkey Day.
- Regular workouts on Nov. 24 and November 26.
- Senior and National Workouts are covered by David while Ted is at the US Open.

XI. Goals:

This Month (October):	Achieved?
1. Begin new Master's program	Yes
2. Add 2 SwimAmerica classes	Yes
3. Double SwimAmerica numbers from last year	Yes
4. Make it in one TV spot	No
5. Run profitable triathlete clinic	Yes
6. Begin Junior competitive group	Yes
7. Secure pool time at High school pool	No
8. Secure sponsor for November adopt-a-lot	No
9. Total program numbers greater than 300	Yes
10. Hire new coach for Junior Program	No

Next Month Goals (November):

1. Win Downstate Meet
2. Successful Downstate meet, no major problems
3. Hire new coach for Junior Program
4. Secure pool time at High School Pool
5. Make it in one tv spot
6. Secure sponsor for November adopt-a-lot
7. 50 team families participate in adopt-a-lot
8. Score at least one swimmer at upcoming Short Course Nationals
9. Final arrangements set for National Training Trip to Colorado Springs
10. 80% participation at Fun and Fitness/Age Group Winter Carnival on Nov. 30