"YWCA Aquatic Manual"

Editor's Comprehensive Analysis

AUDIENCE ANALYSIS

This section describes the audience and purpose of the manual assumed in making the editorial recommendations that follow in the next section.

Editor	Pat Barry
Title	**"YWCA Aquatic Manual"**

Purpose	1. Lifeguards should understand:
	   a. the organization of the Center
	   b. the Center's commitment to member satisfaction
	   c. the Center's policies and procedures
	   d. their job responsibilities and what is expected of them
	   e. what resources and tools they have available to do their jobs
	
	2. Lifeguards should be able to:
	   a. adhere to the Center's policies & procedures
	   b. consistently carry out their job responsibilities
	   c. ensure member safety at the Center
	   d. quickly find the information they need
	
	3. Instructors should have: a thorough, accurate reference document with all the information they need to effectively train the lifeguards

Readers	Primary Secondary ‣ New employees ‣ Instructor ‣ Existing Employees ‣ Director
Where, When, and How	‣ New employees should read it straight through & memorize it at home before starting the job. ‣ Existing employees should use it at work, for quick reference, while doing a task. ‣ Instructors should use it to train lifeguards in the safe & effective operation of the pool

EDITOR'S ANALYSIS

This section outlines a comprehensive analysis of the issues with the current manual and provides recommendations for addressing each of them. The analysis is grouped into the following categories:

- Content
- Organization
- Visual Design & Navigation
- Writing Style
- Illustrations
- Other

CONTENT	Evaluation	Editing Objectives
Missing content	No mention of how to use the manual	Add this info to Intro section ‣ Read entirely before 1st day ‣ Memorize ‣ Refer to it on the job
	Equipment info ‣ References to instructions for safe usage, care & storage - but no list of equipment. ‣ Reference for Lifeguards to take "some" with them when rescuing	Add Equipment section ‣ List equipment ‣ Procedures for correct use & care ‣ Storage locations (Illustrate) ‣ Safety guidelines Clarify what equipment to take in what circumstances and add to Equipment and Safety sections.
	Safety info ‣ Accident procedure advocated by the American Red Cross ‣ Emergency number	Get information & add to Safety section
	Forms & Procedures referenced ‣ Participation slip ‣ Weather Sheets ‣ Chemical Safety Sheets ‣ Designated sheet (for LG laps) ‣ List of lifeguards "in good standing" ‣ Time sheet ‣ Payroll sheet ‣ Sign-in sheet ‣ Accident report	‣ Name the lifeguard "designated sheet" for laps. ‣ Add Forms section with sample sheets & instructions for completing them
	Human resources information ‣ What breaks are allowed, when, and for how long? ‣ "Correct attire to identify them as lifeguards." Do they buy their own? Do you give to them & they must care for?	Clarify these and add to the appropriate section.

	Organization chart ‣ Missing names of position holders (so employees can know their peers and superiors)	Add names (see note below under "Illustrations")
	Attendance ‣ Getting subs for work – who's adequately trained & in good standing?	Clarify policy on this & add to Lifeguard Policy section
	References to schedules for swim sessions – need schedule?	Add a separate section for schedules that can be updated regularly and easily as they change. Include staff meetings, training sessions
	Pool Rules ‣ Missing "Food" although referenced in lifeguard instructions? ‣ Lifeguard should "enforce rule that weak swimmers ..." is not in rules. How to know who can & can't swim?	‣ Add "no food" to Pool Rules section ‣ Clarify requirements and add to Pool Rules & Lifeguard Policies
	Procedures ‣ How to check weather conditions?	Include in Procedure section
Conflicting, confusing or unclear content	Positions referenced vs. those in the Organization chart ‣ Aquatic Director (p2,3) ‣ Pool director (p7,8) ‣ Director (p8,9) ‣ Staff referenced ("Weather") ‣ Head Guard (p9) ‣ Head Instructor/Lifeguard (p1) ‣ anyone on official duty in the swimming pool office	‣ Decide on titles in chart ‣ Ensure completeness ‣ Correct references in manual
	Material repeated across lists re: ‣ communication ‣ getting substitutes ‣ punching in & time sheets ‣ visits & phone calls	‣ Clarify policies on these & add to Policy &/or Guidelines sections
	Safety info: ‣ Who fills out the accident report (See "Accidents") ‣ Who administers first aid (Lifeguards or "anyone on official duty in the swimming pool office"?)	‣ Clarify & update manual
	Contact & "standing" info for co-workers	Include in Organization sub-section

	Shifts & Attendance ‣ Work "whenever possible" is ambiguous ‣ Getting subs for work – who's adequately trained & in good standing	Clarify policy on this & add to Policy/Guidelines sections
	Procedures are mixed in with policies & guidelines and their timing isn't clear. ‣ E.g., "Rope to be taken down 2 minutes before end of session."	Separate procedures out from policies & order them chronologically (before, during & after swim sessions and shifts)
	Provide "support" to other employees (p2)	‣ Clarify meaning, suggest ways ‣ Add to Guidelines section
	Certification – what's required to maintain it? Is it just understood that lifeguards know this?	‣ Clarify requirements ‣ Add to Policies section
	What's considered a hazard? (p11)	‣ Clarify meaning & list potential hazards ‣ Identify actions to take with each hazard ‣ Add to Lifeguard Procedures &/or Safety sections(s)

	Vague qualifying terms
	‣ Adequately
	  ◦ "adequately guard pool"
	  ◦ "adequately trained sub"
	‣ On time
	‣ In good standing
	‣ Immediate area
		‣ Clarify definitions
		‣ Add to corresponding sections

	Wishy-washy, hesitant tone ‣ Work "whenever possible" ‣ always take some equipment with you if possible	‣ Use clear, authoritative tone
	What's a "Y" team?	‣ Define ‣ Indicate on schedule ‣ Add to appropriate section
Unnecessary content	You can expect from your boss …	Omit
ORGANIZATION	**Evaluation**	**Editing Objectives**
Sections	Sections aren't defined well. ‣ Purposes of sections fuzzy (Some info refers to swimmers' rules, some to lifeguards'. Lots of overlap) ‣ Redundancies & conflicts in	Create Sections & Sub-sections ‣ Introduction ‣ Organization ‣ Policies ‣ General Staff Responsibilities ‣ Lifeguard Extra Responsibilities ‣ Guidelines & Warnings (Absolutes)

	General Responsibilities, General Workers' Guidelines (Do some apply to all YWCA workers & some only to lifeguards? If so – "all" material should be in a higher level document of which lifeguard is a subset.) ‣ Procedures are buried in lists with guidelines & rules & requirements ‣ Safety information is scattered. Some in separate sections, some in lifeguard section, some in Rules	‣ Pool Rules ‣ Lifeguard Procedures ‣ Safety Procedures ‣ Equipment ‣ Forms ‣ Schedules Chunk & reorganize content by type & add to appropriate section See proposed outline structure at the end of this document.
VISUAL DESIGN & NAVIGATION	**Evaluation**	**Editing Objectives**
TOC	No table of contents & no hierarchy of information	Include TOC of Staff Manual that reflects hierarchy of docs & sections (and if appropriate, this doc's context in the larger doc).
Styles	Needs clearer chunking into appropriate sections & identifying them as such using styles to navigate the doc. See comments about in Organization section.	Define sections & use standardized styles to indicate content & levels Correct references to other sections in doc. Be consistent in section names.
Page breaks	Inconsistent page breaking	All sections should begin on a new page
Headings	Inconsistent headings format (some underlined, some not) Inconsistent list numbering formats	Develop style standards to indicate hierarchy and apply them consistently for headers 1, 2, 3, numbered lists, bulleted lists, normal text.
WRITING STYLE	**Evaluation**	**Editing Objectives**
Sentence Structure	Inconsistent references to the reader - direct ("you")/ general ("a person"). Inconsistent use of passive & active verbs. Inconsistent tone - sometimes formal & wordy, sometimes overly casual. Subjects and verbs in lists aren't consistently parallel. Rules – some have more than one in them	Be direct in referring to the reader. Use active verbs in the imperative mood. Simple, clear terms and short, bulleted sentences work best for rules & instructions. Edit for parallelism. Separate each rule out on its own.

Word choice	"rehiring policies" & "permanent dismissal"	"fired" or "dismissed"
	Abbreviation "subs" is too informal	Spell out "substitute"
	Reference to "Clients" doesn't reflect the relationship	Members/ swimmers
	Inconsistent reference to lifeguard & guard	Use "lifeguard" throughout
Emphasis	Very important information doesn't stand out (E.g., "Never leave the pool unguarded.")	Use color, placement & font to make this information stand out.
ILLUSTRATIONS	**Evaluation**	**Editing Objectives**
Organization Chart	Organization Chart ‣ See notes above on the content of the chart ‣ Style isn't traditional style ‣ No names of position holders (so employees can know their peers and superiors)	‣ Clarify content per above ‣ Use traditional style ‣ Include names
Pool Area	References to areas of the pool, equipment & diving boards (vs. starting blocks)	Recommend: Illustration of pool area, exits, safety equipment, rope, diving area & boards, starting blocks, shallow & deep ends, deck area. Perhaps: Picture of entire facility? (Where blackboard is)
OTHER	**Evaluation**	**Editing Objectives**
Policy questions	Daily checks of locker rooms for hazards	More frequent?
	Rope to be taken down 2 minutes before end of session?	Safe to take it down while there are still swimmers in the pool?
Grammar, punctuation, mechanics	Numerous examples of verb tense not matching the subject, misspellings.	Clean up all grammar & punctuation.