



United States Soaring Team Task Force

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Topic 2 - Team Goals

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This document is for discussion purposes only and should not be considered the policy of U.S. Soaring Teams. Instead, this document provides a starting place from which to develop more accountable, transparent, competitive and sustainable United States Soaring Teams. You can help shape the future of U.S. Soaring Teams by making your comments to John Seaborn. planned@boulder.net Taskforce web page http://www.ssa.org/UsTeam/ust_taskforce.htm

U.S. Soaring Team Goals

Purpose

Define what US Soaring Teams intend to accomplish or attain both for the overall organization generally and for each of the FAI classes specifically.

Philosophy & Discussion

Winning is the ultimate goal of any competitive activity. But a focus on winning is to simplistic an approach. Winning is a by product of doing lots of things right or at least better than the competition. To win at the world level it takes a magical nexus of pilot skill, equipment, organization, preparation, funding and that special quality of sustained brilliance.

Because of their complex nature, world championship competition happens on two levels – the organizational level and the pilot level. To improve the competitive standing of U.S. Soaring Teams the focus should be on developing the factors that allow pilots to win on both the organizational level and the personal level.

From the organizations standpoint the single goal of winning world championships fails the team and does not acknowledge the more subtle factors that put our pilots in a position to win – which is all the team organization can do. At the class level, and especially for the developing classes, a single goal of winning ignores the subtle issues at play in U.S. competitive soaring.

Ultimately the new classes and the relative lack of depth in some areas of U.S. competitive soaring when compared to the Europeans may result in some teams having limited competitive success against European competitors in the near term.

While winning may be a primary competitive goal there are very legitimate reasons for participating in World Soaring Championships beyond this goal. These include encouraging U.S. pilots to **enter** competitive soaring by expanding the **opportunity** for U.S. pilots to participate in world contests, while **developing** both the class and the pilots within that class. The entry, opportunity and development classes should be acknowledged and valued both in selection and funding policies. The team selection rules now in place in fact do acknowledge differences between classes.

Goals for the Organization - Team USA

The goals for Team USA as an organization go right back to Transparency, Accountability, Competitiveness and Sustainability, although in a slightly different order. Obviously the competitive goal is primary but not the sole focus of the organization.

Team USA Organizational Goals			
Competitiveness	Accountability	Transparency	Sustainability
1) The overall and primary goal of Team USA is to put US team pilots in the best possible position to win at World Soaring Championships.	2) A secondary goal of the Team USA is to establish an organizational structure with expectations that foster responsibility and holds participants in account for their actions.	3) A third goal of Team USA is to operate in an open manner, actively providing to the soaring community operational information consistent with the Team USA's stewardship responsibility.	4) A final goal of Team USA is to provide a sustained and consistent program to field US Soaring Teams over the long term.
Areas of Action Functioning support organization Qualifications of staff Team equipment Adequate funding Fair and known team policies Consistent management Stop reinventing the wheel	Areas of Action Clear chain of command Established authority and responsibility Improved level of documentation Written policies and procedures Oversight committee Lean overall team size	Areas of Action Transparency has a good deal to do with open and consistent reporting in the following areas: - Financial - Organizational - Contest - Wrap-Up Contributor Support	Areas of Action Task sharing & load balancing Known organizational structure with established system Established authority and responsibility Rewards to participants Low interpersonal conflict Stop reinventing the wheel
Comments An organization that knows what its doing cuts the stress level and allows pilots to get on with what they need to do to achieve competitive success.	Comments If teams are not held accountable then the organizations credibility is eroded - contributors and stake holders walk away.	Comments Special emphasis should be given to contributors and supporters of US teams.	Comments If teams cannot be run in a consistent manner organizational credibility is eroded - contributors and stake holders walk away.

Goals for the Individual FAI Classes

On the class level goals must acknowledge the importance of competitive supremacy while balancing the broader emphasis of entry, opportunity and development. There are very valid reasons for U.S. soaring teams to participate in WSC beyond the ultimate goal of competitive success especially in the entry, opportunity and development classes. These reasons include gaining experience, rewarding excellence, encouraging participation, building international relationships and fostering national pride in participation.

FAI Class Goals			
Class	Discussion	Est.	Goal
Open	The open class is a very mature class well established in the US although with historically low turnout at Nationals. Holds class specific nationals. There have been a total of 41 USA contestants over the last three nationals	1937	Position to win at World Soaring Championships
Standard	The Standard class is a very mature class well established in the US with historically high turnout at Nationals. Holds class specific nationals. There have been a total of 128 USA contestants over the last three nationals	1958	Position to win at World Soaring Championships
15-Meter	The 15-Meter class is a very mature class well established in the US although with historically high turnout at Nationals. Holds class specific Nationals. There have been a total of 156 USA contestants over the last three nationals	1978	Position to win at World Soaring Championships
18-Meter	The 18-meter class is a new class but with mid level attendance in the US. Most of the top 18-Meter Pilots come from the ranks of the more established Open, Standard and 15-meter classes, often flying 15-meter gliders. Holds class specific Nationals. There have been a total of 61 USA contestants over the last three nationals	2001	Position to win at World Soaring Championships
World	The World class is a new class with historically very low turnout at US Nationals. This one-design class has attracted supporters both internationally and domestically and has a very active WSC. Special team selection rules in place. Holds class specific nationals There have been a total of 23 USA contestants over the last three nationals	1997	Entry, Opportunity & Development Class
Junior	The Junior class is a new class with historically very low turnout at US Nationals. This age (max 24) specific class has attracted tremendous support internationally and has a very active WSC. Special team selection rules in place. No class specific nationals. There are a total of 7 USA contestants listed on the seeding list.	1999	Entry, Opportunity & Development Class
Club	The Club which is referred to the Sports Class in the USA is a new class with historically good turnout at US Nationals. This class has attracted good support internationally and has a very active WSC. Special team selection rules in place. Holds class specific nationals. There have been a total of 73 USA contestants over the last three nationals.	2001	Entry, Opportunity & Development Class
Feminine	The Feminine Class is a new class with historically extremely low turnout at US Nationals. This class has attracted good support internationally and has a very active WSC. Special team selection rules in place. No class specific nationals. There are a total of 3 USA contestants listed on the seeding list.	2001	Entry, Opportunity & Development Class

Team USA Organizational Goals

1. The overall and primary goal of Team USA is to put United States Soaring Team pilots in the best possible position to win at World Soaring Championships.

This goal acknowledges that winning, while a primary goal is by product of doing lots of things right or at least better than the competition and these factors will be the primary focus of team management, crews and team captains.

2. A secondary goal of team organization is to develop an structure and procedures that encourages a high degree of accountability. This includes developing expectations that fosters responsibility and holds participants in account for their actions.
3. A third goal of Team USA is to operate in an open manner, actively providing to the soaring community and particularly team contributors, operational information consistent with the Team USA's stewardship responsibility.
4. A fourth goal of Team USA is to provide a sustained and consistent program to field US Soaring Teams over the long term.
5. The U.S. Soaring Team represents the SSA Membership as well as the United States of America at World Soaring Championships and should conduct themselves accordingly at all times.

FAI Class Goals

1. The goal of the Open, Standard, 15-Meter, and 18-Meter classes are to achieve competitive supremacy demonstrated by winning World Soaring Championships.

This goal acknowledges that winning, while a primary goal is by product of doing lots of things right or at least better than the competition and these factors will be the primary focus of the pilots in each class.

2. While the World, Club, Junior and Feminine Classes hold competitive supremacy as a primary goal there are three additional goals to for these classes including encouraging US pilots to **enter** competitive soaring, expanding the **opportunity** for US pilots to participate in world contests, and **developing** both the class and the pilots within that class.