# Year Plan

**Student Walk Home Attendent Team Coordinator**
**Jenny Zhao**

**2023–2024**

June 11, 2023

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# Introduction

Welcome!

First and foremost, I would like to express my excitement and gratitude about holding the SWHAT Coordinator role for the upcoming year.

It is amazing to think that I have been part of SWHAT for almost the entirety of my undergraduate career. After joining SWHAT in my first year, I realized I had stumbled upon an amazing community filled with diverse and passionate individuals. I was in awe of SWHAT's ability to bring individuals together with no particular program, interest, or hobby in common. At its core, SWHAT has always been a collective of student volunteers willing to dedicate their time to offer safe and confidential walks to the McMaster community.

After this realization, I knew I wanted to continue fostering this sense of belonging and community for the other members of the team. In second year, I held the Volunteer Affairs Executive position where I worked alongside the coordinator and the rest of the executive team. It was an incredibly enriching and rewarding experience. While my primary responsibilities included supervising shifts and promoting a positive volunteer experience, I was also able to gain a greater awareness of the inner workings of SWHAT and the MSU. Through this role, I continued to provide my input on how we can continue to improve SWHAT to better contribute to campus safety.

Even as SWHAT Coordinator, the reason I continue to stay involved with SWHAT and feel passionate about the service has never changed. I hope to continue to uphold SWHAT's key core philosophies in every decision that I make: confidentiality and safety for service users, and a safe(r) space for all volunteers.

I would like to thank you all in advance. As challenges arise, I know I will have your support and advice to lean on. I am looking forward to the journey ahead and the opportunities it holds for both the service and me.

Best regards,
Jenny Zhao

# Vision for (Service Name)

| Overarching Vision (I.e., What is the *ultimate* goal you have for your Service?) | *To leverage our momentum, establish best practices and refine all aspects of our service to uphold our reputation as a dependable contributor to campus safety at McMaster.* |
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| Description | SWHAT made remarkable strides last year in re-establishing its presence within the McMaster community. We created a clear identity for SWHAT and introduced our service to a new population of service users. Furthermore, the service succeeded in establishing a culture of passionate, dedicated, and kind volunteers. This culture not only made SWHAT a positive experience for volunteers, but it also radiated outwards in the way our volunteers interacted with service users and the community. Maintaining this culture and environment continues to be one of my priorities during the next year. With this solid foundation, I am looking to fine-tune the many facets of our service.<br><br>Reflecting on our first full year of operations, I recognize the significant progress SWHAT made in volunteer scheduling, public relations efforts, and creating new initiatives. However, feedback from our service users and volunteers also highlighted possible areas for improvement. This feedback spanned many parts of our operation. One of my areas of focus is establishing best practices to ensure the delivery of reliable walks. From the feedback and experiences shared by our walkers and users, I am looking to improve the experiences of those we serve from the moment they step into our office. Service users should always feel welcome to use the service. At no point, should they feel uncomfortable or that they are burdening our volunteers. I believe SWHAT can provide some guidance about delivering the walks themselves. Moreover, I recognize the importance of addressing volunteer management, volunteer safety, and volunteer burnout. I believe we can set clearer expectations for what the volunteer role looks |

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| | like, hopefully, this will increase volunteer retention throughout the year. Part of addressing volunteer burnout is continuing to ensure our volunteers continue to feel appreciated and heard. It may be worthwhile to conduct volunteer check-ins throughout the year. Lastly, we have gained a better understanding of which public relations campaigns have been successful. For instance, November Can-a-Thon and Wellbeing Week were unprecedented successes where we saw a significant increase in service usage. However, our Can-a-Thon at the end of the year did not receive the same amount of traction. With this knowledge, we can look to brainstorm ideas for new annual campaigns that promote SWHAT's presence within the McMaster community. |
| Benefits | Most of the areas of improvement that I have raised above all look to improve the service user experience and increase the reliability of SWHAT. For instance, addressing the walk-specific feedback will ensure that users are willing to use the service again. Users and walkers alike expressed that SWHAT can do a better job ensuring that each walk is consistent, comfortable and enjoyable. This can involve more comprehensive training or preparation leading up to the start of the semester. Furthermore, it is necessary to encourage an enthusiastic and inviting response to walk requests from the moment they step into the office. There are many instances where users feel they are burdening our volunteers, or they feel awkward requesting walks. By addressing this, we hope to increase service usage and uphold our standards.<br><br>Improving our practices of volunteer management will increase service reliability, and again, service use. Volunteer management includes clearly outlining and enforcing our volunteer expectations. There are a few instances last year where we were unable to meet walk requests because we were understaffed. As the year went on, there were more instances of volunteers leaving shifts early, forgetting about their shifts, or not showing up altogether. By setting clear expectations during volunteer hiring and training, we can hopefully prevent these problems before they begin. Volunteer management also includes sending reminders and enacting volunteer strikes as necessary. To maintain our reputation as a dependable and reliable service, it is |

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| | necessary that we encourage our volunteer team to follow the expectations and communicate with the team as unexpected situations occur.<br><br>By addressing concerns with volunteer safety after shift and volunteer burnout, SWHAT will continue to be a service that students want to be a part of. Within the next year, I am hoping to fine-tune the Walk Buddy system and increase the size of our volunteer team to address volunteer concerns about their safety and well-being. As a result, I am hoping to increase volunteer retention throughout the year. This will also hopefully encourage volunteers to stay involved in the service and apply for leadership roles like Coordinator or Executive.<br><br>By building on our promotional efforts from the previous year and brainstorming new campaigns, we can continue to learn how to best promote SWHAT. Furthermore, these new campaigns provide an opportunity to try new things and demonstrate originality. |
| Year 1 Goals (2023/24) | - Increase volunteer retention from Fall semester to Winter semester<br>- Reduced number of volunteer no-shows without communication/reduced number of walks declined due volunteer no-shows<br>- Increased service usage<br>- Increased feedback on anonymous service user form and anonymous volunteer form<br>- Increased followers and engagement on Instagram at the start of the year and during "promotional periods"<br>- Continued volunteer presence and interest at volunteer socials and events – measured through attendance numbers |
| Year 2 Goals (2024/25) | - Retention of Instagram followers and continued social media engagement<br>- Increased application numbers across all SWHAT positions: Coordinator, Executive positions, walkers, dispatchers<br>- Increased attendance at promotional initiatives, booths, events by McMaster community<br>- Yearly partnerships with other MSU services |

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| | - Increased anticipation and recognition of annual promotional campaigns |
| Year 3 Goals (2025/26) | - Strengthened partnerships with campus safety stakeholders such as Security Services and EFRT<br>- Increased awareness and knowledge of service by members of the McMaster community who have not previously interacted with SWHAT<br>- Continued increases of the Year 1 and 2 goals |
| Partners | Campus Security Services: Stay connected with us using two-way radios, assisting us during emergencies, providing oversight for our operations, and assisting us in training.<br>McMaster Association of Part-Time Students (MAPS): Generously providing us with access to their office, allowing our volunteers to utilize the space during evening hours.<br>Other MSU services: Partnering with us during joint promotional campaigns to boost outreach and engagement. |
| How can VP Admin support you? | Offer guidance and constructive feedback to enhance specific ideas or initiatives as needed, and regularly evaluate the progress of the service. |

# Project/Events Timeline

## Spring/Summer Term

| May | |
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| **Service Goal/Project/Event (#1):** | Executive Hiring |
| Why and how? | Hiring will occur in mid-May. Preparations included early preparation of promotional material, accurate scheduling of job postings, accessing SWHAT social media pages, and creating the interview guide. After receiving and selecting the interview candidates, interviews will be held over Zoom in early May. Executive hiring will be completed at the start of June. |

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| Potential difficulties? How can you overcome them? | I am anticipating a competitive hiring process. Since most candidates are internal, I anticipate that the applicants will be very similar. However, I will create a clear and objective hiring guide by referencing the previous hiring documents. |
| Who? | SWHAT Coordinator, Director of Human Resources (Renee McIntosh), Underground Creative Director & Manager (Paula Scott) |
| Priority Level (highlight one) | <mark>High Priority</mark>          Moderate Priority          Low Priority |

| June | |
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| **Service Goal/Project/Event (#1):** | Executive Onboarding |
| Why and how? | Executives will be fully hired by the start of June. Following this, I will set up a preliminary team meeting to discuss the transition and upcoming activities. This includes sending out the transition reports from the year planner, scheduling one-on-one onboarding meetings, and answering questions. I am hoping to provide the formal SWHAT executive training later. At this moment, it is essential to provide the information necessary to begin volunteer hiring as soon as possible. This will also allow executives to begin thinking about their year plans which will be due in July. This will also be the first formal meeting with the executive team which is very exciting! I am hoping to establish a tight-knit executive team right from the get-go. |
| Potential difficulties? How can you overcome them? | Since we will be hitting the ground running, I anticipate executives who are new to their roles will require more support. For example, Public Relations Executives will need to begin thinking about hiring graphics and promotions. I can overcome this by providing the necessary support as I will be familiar with the process after executive hiring. Furthermore, I will try to directly connect executives with the outgoing executives or with alternate resources on campus. I |

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| | also believe the one-on-one onboarding meetings will be a convenient way to answer questions. |
| Who? | SWHAT Executive Team and Coordinator |
| Priority Level (highlight one) | High Priority          Moderate Priority          Low Priority |
| **Service Goal/Project/Event (#2):** | Summer Walker/Dispatcher Hiring |
| Why and how? | Hiring walkers and dispatchers early will allow for us to spread the application review and interview out, to reduce the load for myself and the executives. For the 2023-2024 year, SWHAT will aim to hire ~75-80 walkers and ~10 dispatchers (slightly more than last year). The application period is planned to take place in the last two weeks of June, application marking in the first week of July, and interviews in the following two weeks of July. Executives will be hired at this point, and I am planning to ask for their help in developing the application and interview questions. |
| Potential difficulties? How can you overcome them? | I am anticipating more interest than last year in walker and dispatcher hiring. However, since the hiring is occurring in June there will be less interest than during the school year. I will encourage our executive team to push promotions through various communication channels. This will include sending promotions to the 2022-2023 volunteer base, promoting on SWHAT social media platforms, posting in relevant Facebook groups and displaying hiring graphics on the campus screens. I will also be answering past emails about hiring and encouraging interested students to apply. |
| Who? | SWHAT Coordinator, SWHAT Executives, Director of Marketing & Communications (Michael Wooder), Director of Human Resources (Renee McIntosh), Underground Creative Director & Manager (Paula Scott) |
| Priority Level (highlight one) | High Priority          Moderate Priority          Low Priority |
| **Service Goal/Project/Event (#3):** | Summer Hiring Promotions |

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| Why and how? | To promote hiring, I would like to do some new form of hiring promotion (in addition to the typical hiring graphic). Whether this be a short video, or a series of Instagram posts like "SWHATted at Mac", it would be nice to leverage our social media presence and have some activity over the summer so that users are aware of hiring. |
| Potential difficulties? How can you overcome them? | The Public Relations Executives will still be new to the role. I will need to provide adequate support and be sure to connect them with Director of Marketing & Communications (Michael Wooder). The turnaround time following PR training may be too tight. If this is the case, we can explore a series of Instagram story posts instead. |
| Who? | SWHAT Coordinator, SWHAT PR Executives, Director of Marketing & Communications (Michael Wooder), Underground Creative Director & Manager (Paula Scott) |
| Priority Level (highlight one) | High Priority   Moderate Priority   Low Priority |

| July | |
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| Service Goal/Project/Event (#1): | Walker/Dispatcher Hiring (continued) and preliminary onboarding |
| Why and how? | Walker/dispatcher interviews will overlap into the first two weeks of July. After that point, we will hopefully have our team hired. I will begin some preliminary onboarding this month which includes sending out volunteer contracts and instructions on completing Mosaic training. By starting onboarding early, all volunteers should have completed their Mosaic training before operations begin during Welcome Week. Formal walker/dispatcher training will happen in early August. |
| Potential difficulties? How can you overcome them? | Students are extremely busy in the summer with travelling, jobs, and other commitments. I anticipate some difficulties in setting up interviews and receiving timely replies relating on onboarding. I will continue to set deadlines so that all documents will be signed, and training will be completed ahead of schedule. |
| Who? | SWHAT Coordinator |

| Priority Level (highlight one) | <mark>High Priority</mark>    Moderate Priority    Low Priority |
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| **Service Goal/Project/Event (#2):** | Executive Onboarding (Training and Year Plans) |
| Why and how? | I will hold formal executive training towards the end of July. The executive training will be held over Zoom. This will allow executives to become familiar with their roles before volunteer training in August. This will also be the due date for their year plans. Since transition reports will be disseminated in June, executives will have had plenty of time to read the reports and talk about their plans with their co-executives if applicable. |
| Potential difficulties? How can you overcome them? | I am sure there will be many questions from executives about the year plans. I hope the one-on-one onboarding meetings I have planned will help to alleviate this. In addition, I will emphasize that the year plans are subject to change. I am more interested in some of the rough ideas executives have, and I would like to see that they have started thinking about the service. |
| Who? | SWHAT Coordinator and SWHAT Executives |
| Priority Level (highlight one) | High Priority    <mark>Moderate Priority</mark>    Low Priority |


| August | |
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| **Service Goal/Project/Event (#1):** | Walker/Dispatcher Training and Onboarding Completion |
| Why and how? | To accommodate individuals with different schedules and locations, the training will be held virtually. Each executive member will be assigned specific sections of the walker training presentation to prepare and present. The dispatch training will be led by the dispatch executive and myself. Onboarding should also be completed by all volunteers by mid-August, well in advance for Welcome Week. |

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| Potential difficulties? How can you overcome them? | In the past, we have struggled with volunteer onboarding and training attendance. I plan to set hard deadlines so that Mosaic training will be completed in a timely manner. Furthermore, volunteer training will be recorded on Zoom to accommodate volunteers that cannot attend. Like last year, volunteers that watch the recording will be expected to complete a short quiz to ensure that training has been completed. |
| Who? | SWHAT Coordinator, SWHAT Executives, SWHAT Volunteers |
| Priority Level (highlight one) | High Priority    Moderate Priority    Low Priority |
| **Service Goal/Project/Event (#2):** | Welcome Week and Beginning of Operations |
| Why and how? | Welcome Week is an important opportunity to engage with first-year students and establish SWHAT's presence from the outset. Last year, we saw significant service usage during Welcome Week. We will commence operations again during Welcome Week and actively participate in specific events on campus (booths, MSU events, etc.). |
| Potential difficulties? How can you overcome them? | If we face a limited number of volunteers during Welcome Week, we will adapt by adjusting operating hours and walk teams. However, we were able to operate successfully for the entire week last year. I also anticipate that volunteers will be willing to participate in some additional booths. |
| Who? | SWHAT Team |
| Priority Level (highlight one) | High Priority    Moderate Priority    Low Priority |
| **Service Goal/Project/Event (#3):** | Introducing SWHAT Post |

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| Why and how? | This is a post we essentially make once a year. While I am open to innovative ways we can communicate the message, I think it is important to restate our purpose and the service we provide. Every year, we have the opportunity to service a new population and I believe it would be helpful to clarify what we do. |
| Potential difficulties? How can you overcome them? | Again, since this is a repetitive post we make every year, it is possible that our followers will be tired of seeing it. We can overcome this by creating a new graphic and exploring different forms of delivery. |
| Who? | SWHAT Coordinator, Executive Team, Public Relations Executives, Director of Marketing & Communications (Michael Wooder), Underground Creative Director & Manager (Paula Scott) |
| Priority Level (highlight one) | ==High Priority==        Moderate Priority        Low Priority |

# Fall Term

| September | |
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| **Service Goal/Project/Event (#1):** | First-Year Hiring |
| Why and how? | First-years are such a passionate and energetic presence on the SWHAT team. They are extremely important to the longevity and future of our service. Our first-year hiring campaign will be very similar to the summer hiring period. This is a valuable opportunity to allow first-years to join our service, especially since they are not actively looking to join clubs in the summer.

Our fall hiring last year became more of general hiring. However, being mindful of executive availability, I hope to use this opportunity to hire first years only so we will have less applications to review and interviews to conduct. |

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| Potential difficulties? How can you overcome them? | Last year, we ensured a successful hiring campaign through alternate communication channels such as Discord. This was successful, however, we attracted first-years from program-specific Discord servers. We will continue to promote hiring through various Discord servers, but I am hoping to promote hiring on more general channels such as McMaster's Reddit page. |
| Who? | SWHAT Coordinator, SWHAT Public Relations Executive, Director of Human Resources (Renee McIntosh), Underground |
| Priority Level (highlight one) | <mark>High Priority</mark>　　　Moderate Priority　　　Low Priority |
| **Service Goal/Project/Event (#2):** | SWHATTED At Mac |
| Why and how? | Similar to our summer hiring promotions, SWHATTED At Mac is an annual social media campaign we use to highlight our unique and dedicated volunteers while promoting volunteer hiring. Since we will be a few weeks into operations, I am hoping these posts will gain traction and encourage first years to apply to the service. |
| Potential difficulties? How can you overcome them? | We will have many social media campaigns around this time. It is important to be selective of our posts so that we are not overwhelming our audience and creating social media fatigue from our followers too early in the year. I plan to limit this campaign to three posts at maximum. |
| **Service Goal/Project/Event (#3):** | Executive Introductions |
| Why and how? | Highlighting the individuals behind a service fosters trust and familiarity, encouraging people to utilize and understand the service better. Therefore, the objective of this campaign is to promote the executive team responsible for managing the service operationally. The plan entails a week-long campaign on SWHAT's Facebook and Instagram platforms, |

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| | featuring daily posts introducing an executive member along with their position and a personal introduction. |
| Potential difficulties? How can you overcome them? | We will need to plan so that we can take all the executive headshots and team photos in one day. I will encourage the executives to write and submit their bios to the PR executives by the deadline. |
| Who? | SWHAT Coordinator and Executives |
| Priority Level (highlight one) | High Priority     Moderate Priority     Low Priority |
| **Service Goal/Project/Event (#4):** | Clubs Fair and MSU Booths |
| Why and how? | SWHAT participated in a number of booths at the start of last year. This is a valuable time to introduce the service and promote first year hiring. SWHAT is normally invited to clubs fair and MSU service booth day. We will be looking to have some executives and existing volunteers to help at the booths. |
| Potential difficulties? How can you overcome them? | We will need to order enough stickers and rave cards to hand-out at these booths. The rave cards were very popular last year, and can be a good way to deliver information about the service. Additionally, we can explore new was to draw attention to our booth. |
| Who? | SWHAT Coordinator, SWHAT Executives, SWHAT Volunteers |
| Priority Level (highlight one) | High Priority     Moderate Priority     Low Priority |

| October | |
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| **Service Goal/Project/Event (#1):** | First-Year Volunteer Training and Onboarding |

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| Why and how? | As with volunteer training and onboarding in August, we will be essentially repeating the process for first-year volunteers. This will consist of Mosaic training, SWHAT-specific training, and other parts of onboarding. |
| Potential difficulties? How can you overcome them? | While the training will be the exact same, I anticipate that executives will be less available than the summer. If this is the case, I will look to hold training myself or provide a recording from the summer. One pro however, is that we will likely not be hiring dispatchers at this point, so we will only need to hold one training session. |
| Who? | SWHAT Coordinator and SWHAT Executives |
| Priority Level (highlight one) | High Priority    Moderate Priority    Low Priority |
| Service Goal/Project/Event (#2): | Volunteer Social and Intramural Team Planning |
| Why and how? | We planned for four volunteer socials last year in October, December, February and April. I would hope to do more or less the same positive this year to allow volunteers a chance to bond and positive team dynamic. Most of the planning responsibilities and decisions will be left up to the Volunteer Affairs executive.<br><br>We organized a soccer intramural and dodgeball intramural team last year. If the VA executive is interested, registrations usually open around this time. |
| Potential difficulties? How can you overcome them? | This will be the first volunteer social event. I will be ready to support the VA executive, answer questions, and provid resources. Furthermore, I anticipate that we will need to encourage volunteers to attend as they might be nervous or shy at the beginning of the year. |
| Who? | SWHAT Coordinator and Volunteer Affairs Executive |
| Priority Level (highlight one) | High Priority    Moderate Priority    Low Priority |

| Service Goal/Project/Event (#3): | SWHAG (Volunteer Appreciation) Planning |
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| What and how? | We provide SWHAG (SWHAT merch) every year to recognize volunteer dedication, boost team morale, and increase volunteer retention. The MSU will have a pooled budget for merch this year, which will alleviate some of our budgeting concerns. Additionally, it will likely require less planning for the Volunteer Affairs Executive. That being said, we will need to ensure that we have everyone's correct sizes and preferences so that we are ready to order at the beginning of the year, rather than the end of the year as usual. |
| Potential difficulties? How can you overcome them? | If SWHAG must be ordered before hiring is complete, it is necessary to order some extra stock especially because we may introduce new volunteers off the waitlist in the middle of the year. Additionally, it can be a lot of work to poll for everyone's colour preference. It may be easier to allow the VA Executive to decide. |
| Who? | SWHAT Coordinator and Volunteer Affairs Executive |
| Priority Level (highlight one) | High Priority    Moderate Priority    Low Priority |

| November | |
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| Service Goal/Project/Event (#1): | Walk-a-Thon |
| Why and how? | Our November Walk-a-Thon was a large success last year. We saw a significant increase in service usage and social media interaction. It was also nice to see a new partnership between SWHAT and the Native Women's Centre. Given the success of this annual event, it would only be fitting to run it again in November. |
| Potential difficulties? How can you overcome them? | Given the magnitude of this event, it is important to begin preparations well in advance (at the start of October), especially since we will likely be creating new graphics from scratch. It is also important to be mindful of walker scheduling to accommodate for the increase in walk |

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| | requests. We will likely need to schedule more walkers per shift for the entirety of the month while staying mindful of volunteer availability and burnout. Hopefully hiring more volunteers will allow us to operate at full capacity. To promote reach and budget for this event, we can explore partnering with another MSU service. |
| Who? | SWHAT Coordinator, SWHAT Executive Team, SWHAT Volunteers, Director of Marketing & Communications (Michael Wooder), Underground Creative Director & Manager (Paula Scott) |
| Priority Level (highlight one) | <mark>High Priority</mark>          Moderate Priority          Low Priority |

| December | |
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| **Service Goal/Project/Event (#1):** | Executive Check-Ins |
| Why and how? | As the first half of the year comes to an end, it is important that I touch point with each of my volunteers. Keep in mind, we will be holding full executive team meetings at least once a month.  However, I would like to make an intentional effort to speak with each executive individually. This can be a time for answering questions, reflecting, and sharing feedback. |
| Potential difficulties? How can you overcome them? | In case some executives are unable to attend the provided check-in timeslots, I will collaborate with them to find suitable alternate time/day options. If scheduling conflicts continue, I would conduct a check-in via text or messaging. |
| Who? | SWHAT Coordinator |
| Priority Level (highlight one) | High Priority          <mark>Moderate Priority</mark>          Low Priority |
| **Service Goal/Project/Event (#2):** | Volunteer Check-Ins |

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| Why and how? | I would really like for every volunteer in SWHAT to feel appreciated and heard. Just like executive check-ins, I would look to reach out to each volunteer and ask them a set of questions to check-in on their wellbeing, experience on the service, and to see if they would like to voice any opinions or concerns. Given the number of volunteers, this would have to be done over email or text. |
| Potential difficulties? How can you overcome them? | If this is too overwhelming to undertake alone, I would divide the volunteers with the executives. However, I understand that I need to be mindful of their availability and bandwidth as well. |
| Who? | SWHAT Coordinator |
| Priority Level (highlight one) | High Priority     Moderate Priority     Low Priority |
| **Service Goal/Project/Event (#3):** | End of Semester Volunteer Social Event & Thank You Cards |
| Why and how? | We usually hold a larger event at the end of each semester. In December 2022, we held a SWHAT Coffeehouse night. This is decently successful and I would encourage the VA executive to consider a similar event for December.<br><br>Thank you cards will be ordered and divvied up amongst executives. Each executive will be writing 10-12 thank you cards. |
| Potential difficulties? How can you overcome them? | Many volunteers go home near the end of each semester. We can gauge interest and look to hold this event closer to the start of the month. |
| Who? | SWHAT Coordinator and VA Executive |
| Priority Level (highlight one) | High Priority     Moderate Priority     Low Priority |

# Winter Term

| January | |
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| **Service Goal/Project/Event (#1):** | Wellbeing Week |
| Why and how? | Wellbeing Week last year was a huge success! We featured events from 5 different MSU services, including SWHAT's Housing Hinge. The attendance and engagement following the event exceeded all expectations. Given the success of this event, we will be looking to hold a similar collaboration this year. SWHAT PR Execs. will make planning decisions. I will be ready to support and participate in planning and problem-solving as necessary. |
| Potential difficulties? How can you overcome them? | This year we also have a better understanding of the time and effort that is required to plan an event of this magnitude. Although the week will be held in January, we will be looking to plan for this event as early as November. Furthermore, budgeting for this event will likely be quite difficult. We will once again be looking to collaborate with VP Ed or other MSU services.<br><br>We will likely require support from our SWHAT Volunteers. We had no issues recruiting volunteers to help out at Housing Hinge next year, but we understand time is valuable! We can look to provide additional incentive to help out a the event. |
| Who? | SWHAT Coordinator, SWHAT Executive Team, Director of Marketing & Communications (Michael Wooder), Underground Creative Director & Manager (Paula Scott) |
| Priority Level (highlight one) | High Priority       Moderate Priority       Low Priority |

| February |
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| **Service Goal/Project/Event (#1):** | Small Volunteer Social |
| Why and how? | See "Volunteer Social" in October. |
| Potential difficulties? How can you overcome them? | See "Volunteer Social" in October. |
| Who? | SWHAT Coordinator, VA Executive, interested volunteers |
| Priority Level (highlight one) | High Priority     <mark>Moderate Priority</mark>     Low Priority |
| **Service Goal/Project/Event (#2):** | Executive check-in |
| Why and how? | See "Executive Check-Ins" in December |
| Potential difficulties? How can you overcome them? | See "Executive Check-Ins" in December |
| Who? | SWHAT Coordinator |
| Priority Level (highlight one) | High Priority     <mark>Moderate Priority</mark>     Low Priority |

| March | |
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| **Service Goal/Project/Event (#1):** | Promotional Initiative |
| Why and how? | See "Walk-a-Thon" in November<br><br>While we held a second "Walk-a-Thon" in March last year and named it "Can-a-Thon", we noticed significantly less engagement from the McMaster community and volunteers both. I would highly encourage our PR executives to explore a new initiative this year in place of the Can-A-Thon. This may take place as an in-person event rather than a social media campaign. |

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| Potential difficulties? How can you overcome them? | See "Walk-a-Thon" in November<br><br>Again, volunteer and service user fatigue usually kick-in at this time of year. We will be exploring new campaigns with the executive team, and consult Director of Marketing & Communications (Michael Wooder) as necessary. |
| Who? | SWHAT Coordinator, SWHAT Executive Team, Director of Marketing & Communications (Michael Wooder), Underground Creative Director & Manager (Paula Scott) |
| Priority Level (highlight one) | <mark>High Priority</mark>　　　Moderate Priority　　　Low Priority |
| **Service Goal/Project/Event (#2):** | Volunteer Check-Ins |
| Why and how? | See "Volunteer Check-Ins" in December.<br><br>Since this Check-In is very close to the end of the year, I am not sure that I will be doing this as a formal project. |
| Potential difficulties? How can you overcome them? | See "Volunteer Check-Ins" in December. |
| Who? | SWHAT Coordinator |
| Priority Level (highlight one) | High Priority　　　Moderate Priority　　　<mark>Low Priority</mark> |

| April | |
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| **Service Goal/Project/Event (#1):** | Final SWHAT Event and End of Year Thank You Cards |

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| Why and how? | Despite exams approaching, we held a successful SWHAT End-of-Year Bonfire at the end of last year with great attendance. We will be looking to do the same this year. I believe we will have already handed out our SWHAG early in the year.<br><br>See "End of Semester Volunteer Social Event & Thank You Cards" in December. |
| Potential difficulties? How can you overcome them? | Budgeting was an issue this year, but with the awareness of the Altitude costs, I will advise the VA Executive if they choose to do this event.<br><br>See "End of Semester Volunteer Social Event & Thank You Cards" in December. |
| Who? | SWHAT Coordinator and VA executive |
| Priority Level (highlight one) | High Priority        Moderate Priority        Low Priority |

# Increasing (Service) Presence

## Service Webpage

The service webpage is accurate and up to date. I will be looking to make one small change to the "Join Our Team" section of the page. I believe it will be helpful to include our typical hiring dates (once in the summer and first-year-hiring in the fall). This was a suggestion from the outgoing SWHAT Coordinator to provide a little more information before individuals inquire by email.

## Social Media

Within the last year, SWHAT leveraged our social media presence to promote upcoming initiatives and boost service usage. We saw more engagement in the form of likes, comments, and follows than in all the recent years combined. Building upon this momentum, my goal is to sustain our social media success in the coming year and explore innovative ways to captivate our audience. Our fun and lighthearted shift stories have established a new social media personality for SWHAT and I intend to maintain this approach moving forward. We may consider refreshing some of our old social media campaigns, such as SWHATted at Mac, to make them more eye-catching.

Last year, we were able to use our surplus of SWHAT merchandise for giveaways. However, we don't have as many sweaters or bucket hats left over. This means we will need to be more intentional with our remaining inventory and seek out new giveaway ideas.

## Merchandise & Apparel

Every year, SWHAT purchases some form of SWHAG, or merchandise for our volunteers. This is a form of volunteer appreciation and an opportunity for volunteers to proudly represent SWHAT. As a past volunteer myself, I know that SWHAG is always something to look forward to! I would like to make the time and effort that volunteers dedicate to the service worthwhile. SWHAG not only boosts overall morale and excitement about the service, but it can also influence volunteers to reapply for the service. In addition, SWHAG increases the presence of the service and our amazing volunteers, even when they are off shift. In the past SWHAG has taken form as crewnecks, sweaters, mugs, bucket hats and more. I believe SWHAG budget will be a

pooled resource between all MSU services this year. This should streamline the budgeting and ordering process. I will work together with the VA executive to take note of all the volunteer sizes and requests.

We will be ordering SWHAT stickers as usual for our Welcome Week and MSU booths as usual. These SWHAT stickers are always a big hit, although, they do not include very much specific SWHAT information. To accompany the stickers, we will likely need to order additional rave cards which include details about our hours of operation and area of operation. In addition, I noticed that booths with additional merch typically receive more foot traffic. I am considering the possibility of ordering SWHAT magnets as a collaboration with EFRT and the other services. Although, like the SWHAT stickers, these magnets are not very large and cannot include service information.

## Physical Promotions

We will use physical promotional materials to enhance our service outreach. We placed many posters last year with information about SWHAT, how it operates, and how to request a walk. Continued placement of these posters in high-traffic areas on campus will allow potential clients to easily access the service, even if they do not have social media. I believe these posters are mostly up-to-date. The remaining posters can be left up, while additional posters can be placed for event-specific promotions (I.e. Walk-A-Thon, Wellbeing Week, etc.). Our rave cards were extremely popular last year. These compact cards are convenient takeaway items that allow us to convey essential details about SWHAT to interested individuals during face-to-face interactions (I.e. Clubsfest, Welcome Week). I will be looking to place a bulk order at the beginning of the year by referring to the order we made last year. Last year, we also ordered a new pop-up banner. This banner will be used at all our in-person booths and events.

Team Management

## Executive Management

As SWHAT Coordinator, I will be working closely with the executive team throughout the year. It is extremely important that I establish a positive dynamic amongst this team. I would like the executives to feel comfortable sharing and collaborating with myself and the rest of the team. Above all, I hope the experience is worthwhile and fun for them.

In terms of executive team meetings, I anticipate we will be meeting on a weekly or biweekly basis throughout the months of July to September. These months are busy

with volunteer hiring and the start of operations. As we gain our rhythm as a team, we will meet less often, and meetings may occur once every two weeks to once every month. Although the larger team meetings occur less frequently, I will continue to meet with my executives on an individual basis. For instance, I may meet with the Volunteer Logistics Executives to discuss scheduling, or with the Volunteer Affairs Executive to discuss volunteer social planning. I still anticipate weekly check-ins via text with each individual executive over text and a formal check-in once every semester.

To facilitate executive team bonding, I would like to continue my predecessor's habit of asking a question of the day or a fun ice-breaker at the start of every meeting. In addition to that, I would like to hold an informal executive social at the start of the year. This can be a casual event such as grabbing lunch or going bowling as a team. I hope to repeat this again at the end of the year. I would also encourage the executives to attend volunteer socials, intramurals, MSU appreciation events, and PR events (I.e. Housing Hinge) to give them opportunities to meet and interact with each other. I also plan to write holiday and end of year thank you cards for them just like all the other volunteers!

## Volunteer Management

Volunteer management is a significant part of the SWHAT Coordinator role. This year I am hoping for a volunteer team of 85-90 volunteers. However, this poses a challenge when it comes to volunteer management and check-ins.

First, I plan to outline a clear line of communication between myself and all the volunteers from the very first training meeting. If any volunteers, at any point in time, feel overwhelmed, unprepared, or unable to continue with the service, I would encourage them to reach out to me directly by email or direct messaging. This remains true if volunteers need to take a leave of absence, or if they need a few days off. At the end of the day, the executives and volunteers are students first. I would encourage all volunteers to speak with me and allow for the opportunity to problem-solve together. Hopefully, this will prevent the need for intervention in the future. In addition, as I mentioned in the year plan above, I am planning for two formal volunteer check-ins in December and February. I am hoping that this will provide volunteers with an opportunity to ask for support even if they do not feel it is necessary to reach out directly. This will allow me to directly support and oversee our volunteers. Lastly, a benefit of SWHAT's organization is that I will have the opportunity to interact with the volunteers while on shift. This is an indirect opportunity that allows me to support, oversee, and build rapport with the volunteer team. Being on shifts in past has allowed

me to better understand each volunteer and some of the possible challenges they may be facing during the school year.

Volunteer management also includes volunteer discipline. In the past, SWHAT has used a three-strike system to enforce our volunteer expectations. I plan to be stricter with this system because we were faced with quite a few unexplained volunteer absences in the past year. Before implementing this system, I believe it is necessary to clearly outline the volunteer expectations and give volunteers a chance to ask questions about the system. This will be done very early in the year during August volunteer training. Volunteers will have the opportunity to clarify their understanding of shift swaps, submitting availabilities, and what to do in the case of a last-minute emergency. Another aspect of volunteer management is incident management. Although I am not on shift every night, SWHAT Executives are there to supervise shifts and report incidents to me. If there are incidents that occur involving or between volunteers, I will exercise judgement and speak with VP Admin and Director of Human Resources (Renee McIntosh).

Master Timeline

| Month | Tasks |
|---|---|
| May | <ul><li>Year plan</li><li>Executive hiring preparations</li><li>Executive hiring begins</li></ul> |
| June | <ul><li>Executive interviews and hiring ends</li><li>Executive on-boarding</li><li>Provide Executives with Transition Reports</li><li>Walker/Dispatcher hiring preparations</li><li>Placing order for Welcome Week merchandise</li><li>Summer hiring promotions</li></ul> |
| July | <ul><li>Walker/Dispatcher hiring (continued)</li><li>Walker/Dispatcher hiring ends and onboarding</li><li>Executive social media introductions</li><li>Executive year plans and training</li></ul> |
| August | <ul><li>Walker/Dispatcher training</li><li>Introductory Post Preparations</li><li>Welcome Week Presence</li></ul> |
| | <ul><li>First-Year Hiring</li></ul> |

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| September | • First-Year Hiring Promo<br>• Ordering supplies for October volunteer social |
| October | • New Volunteer Training<br>• Volunteer Social<br>• Planning for November walk-a-thon<br>• Potential increased presence during Halloween weekend and Homecoming weekends |
| November | • November walk-a-thon<br>• SWHATTed at Mac |
| December | • Exec Check-Ins<br>• Volunteer Check-Ins<br>• Planning for potential in-person promotional initiative in January<br>• Ordering and filling out holiday cards for volunteers<br>• Large volunteer social |
| January | • SWHAG Planning and Purchasing<br>• In-person promotional initiative<br>• Planning for February promotional initiatives |
| February | • Smaller volunteer social<br>• Exec Check-Ins<br>• Volunteer Check-Ins<br>• Giveaways<br>• Provide Executives with Transition Report templates<br>• Planning for larger March promotional initiative (in place of can-a-thon) |
| March | • Order supplies for final volunteer social<br>• Ordering and filling out thank-you cards for volunteers<br>• Promotional initiative/Can-a-Thon<br>• Potential increased presence during St. Patrick's Day Weekend |
| April | • FINAL volunteer social |

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| | • Thank-you card distribution<br>• Transition Reports due for entire executive team |
| Monthly | • Obtain executive shift availabilities<br>• Buy snacks for volunteers on shift<br>• Hold executive meetings |