

3. Staff and Personnel

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Managers' Skills and Knowledge

(Source: Flo Frank's Toolbox)

Managers also have a need for specific skills and competencies. They include (but are not limited to) the following:

Skills /Knowledge	Description	In Place? Yes or No
Management and Administration	Knowing the basics of managing an organization, overseeing a program or service and understanding all the reporting and administrative systems and procedures to support the organization	
Understanding Sport, Culture and Recreation	Knowledge of the sector – the partners, programs, funders, other resources and the opportunities/ issues	
Teamwork	Skills related to using a team approach with staff, partners, volunteers and everyone involved	
Communication	The ability to listen, speak and write or present ideas in a professional and welcoming manner	
Planning – Doing - Evaluation	Knowing how to make a plan, implement it and address any problems as well as evaluate both the progress and results	
Leadership and Supervision	Skills and knowledge for leading and encouraging others to lead and supervision of staff and volunteers in an appropriate and accountable manner	

Recreation Director's Roles

(Adapted from Manitoba Recreation Director's Handbook)

Following is a list of the many possible roles and expectations of a Recreation Director. Identify which make sense for your needs and use them in creating your job description.

Leadership

- Act as role model in the community
- Act in an honest, reliable, committed, confident, punctual, accountable and flexible manner
- Motivate people to get involved
- Instill pride and self-esteem in youth
- Be active in the community and assist youth with leadership skills

Programming

- Research, develop and implement programs
- Organize activities and workshops
- Educate adults on benefits of recreation
- Plan programs for all areas of the community
- Make sure programs meet the needs of the community
- Supports community groups/organizations in the development and delivery of recreation programs.
- Develop leadership skill in others
- Assess community needs on an ongoing basis
- Develop a community annual program plan

Promotion

- Promote recreation in the community (personal contact, newsletters, radio, etc.)
- Distribute information to the entire community
- Work with others on promotion of common events and advocacy issues

Professional Development

- Attend training sessions and workshops and apply knowledge to individual communities
- Develop skills to effectively plan and deliver recreation programs
- Maintain knowledge of current recreation theory and practice

Facilities and Equipment

- Ensure that safety precautions and regulations are followed in the maintenance and programming of recreation areas and facilities
- Coordinates scheduling of recreation facilities and areas
- Responsible for purchasing, maintenance and safekeeping of all recreation equipment

Organization

- Maintain daily schedules
- Develop committees
- Prepare monthly reports summarizing community recreation activities
- Attend council and group meetings as required

Fundraising

- Plan, promote and conduct fundraising events when necessary

Administration

- Prepare and monitor annual recreation budget (See Budgeting – Section 7)
- Provide council with monthly reports
- Maintain program records
- Keep up to date on grant and funding opportunities

Liaison

- Keep in touch with all partners and sector associations
- Network with other community organizations, agencies and groups
- Stay informed of community and regional events

Community Involvement

- Develop a plan for community involvement
- Recruit and support community volunteers
- Develop and support mentor or apprenticeship programs
- Consult and assist recreation committee and/or other community groups in the development and delivery of recreation opportunities.

Community

- Act as a resource for community groups
- Communicate with the community

Work Plan Template Sample

(Source: Flo Frank's Toolbox)

Sample – Annual Work Plan for year

Name of employee:

Title/role:

Priorities for the coming year:

Potential obstacles:

Resources or training required:

1st Quarter – April – June Goals/Tasks	2nd Quarter – July – September Goals/Tasks
3rd Quarter – October – December Goals/Tasks	4th Quarter – January – March Goals/Tasks

Approval of priorities for the coming year (both signatures – staff and manager)

Staff

Manager

Performance Appraisal Template Sample

(Source: Flo Frank's Toolbox)

For period covering: _____ to _____

Name of employee: _____

Title/role: _____

Highlights of the year: _____

Obstacles: _____

Resources or training received: _____

General comments from employee: _____

Priorities for the coming year: _____

1st Quarter – April - June Results	2nd Quarter – July – September Results
3rd Quarter – October - December Results	4th Quarter – January – March Results

Supervisors comments and recommendations: _____

Strengths to build on and issues to address: _____

Approval (both signatures – staff and manager): _____

Staff

Manager

Job Description – Recreation Coordinator

(Source: Government of Northwest Territories, Municipal and Community Affairs)

Purpose of the Position

(The main reason for the position, in what context and what is the overall end result)

The Recreation Coordinator is responsible for management of all recreation facilities in order to provide clean and safe opportunities for sport and recreation and promote a healthy lifestyle for all community residents.

Scope

(The way that the position contributes to and impacts on the organization)

The Recreation Coordinator reports to the Senior Administrative Officer. He/she will manage all recreation facilities and assist with sport, recreation and leisure programs in the community. The Recreation Coordinator will monitor the care and maintenance of any equipment and facilities in the community. Failure to provide adequate services will result in unsafe recreation facilities or a lack of sport and recreation programs in the community. This will have an impact on the quality of life for all residents and will affect the health and wellness of community members, and youth and elders in particular.

Responsibilities

(Major responsibilities and target accomplishments expected of the position including the typical problems encountered in carrying out the responsibilities.)

1. Ensure recreation facilities are maintained in order to ensure a safe, clean and appropriate environment for recreation activities

Main Activities

- Ensure that recreation facilities are operated and maintained effectively and safely
- Prepare facility schedules
- Develop preventative maintenance programs
- Supervise janitorial services
- Ensure facility policy and regulations are adhered to
- Supervise the Recreation Facility Maintainer
- Book all sport rental and community events
- Manage contracts associated with the recreation program
- Monitor the use of recreation equipment and facilities

2. Assist with planning and developing sport and recreation programs in order to ensure that activities and events are made available for all community members

Main Activities

- Assess the recreation requirements of the community
- Communicate with community members to determine their needs and interests
- Research sport and recreation programs, funding sources and project requirements
- Access funding and prepare funding proposals
- Ensure a variety of sport, recreation and cultural programs are planned and implemented
- Ensure recreation information is available
- Develop recreation and sports organizations
- Evaluate the effectiveness of programs and identify areas where new programs are needed

3. Implement recreation programs to ensure that residents have access to sport, recreation and leisure activities

Main Activities

- Schedule activities, facilities and volunteers as required
- Supervise and lead activities, particularly for youth and elders
- Recruit, train and oversee volunteers
- Assist with and facilitate local involvement in regional and territorial programs and competitions

4. Administer recreation programs to ensure that programs are delivered within guidelines and budgets

Main Activities

- Prepare a recreation plan
- Prepare the recreation program budget
- Prepare financial and program reports
- Be familiar with legislation, policies, procedures and rules about sport, recreation and cultural activities, events and competitions
- Distribute information about regional and territorial participation and competitions
- Record information on and prepare reports concerning community programs, costs, numbers of participants and equipment and facility use
- Provide monthly and yearly reports about recreation programs and opportunities
- Ensure that all programs and activities are implemented according to relevant legislation, policies and procedures

5. Promote recreation and sport programs in order to ensure that residents are aware of available opportunities and activities

Main Activities

- Coordinate an active community relations campaign to promote recreational and cultural programs
- Arrange for advertising of programs
- Maintain constant community liaison including contacts with local, regional and territorial sport and recreation organizations

6. Perform other related duties as required

Knowledge, Skills And Abilities

(The knowledge, skills and attitudes required for satisfactory job performance)

Knowledge

The incumbent must have proficient knowledge in the following areas:

- Management and operation of recreation facilities and equipment
- Recreation, sport and leisure program administration, management and delivery
- Recreation, sport and leisure program evaluation
- Coaching theory and practice
- Volunteer training, development and recognition
- Events coordination and planning
- Northern cultural activities and traditional sports and games
- An understanding of relevant legislation, policies, procedures and rules
- An understanding of the northern cultural and political environment
- Knowledge of emergency procedures, First Aid and CPR

Skills

The incumbent must demonstrate the following skills:

- Team and management skills
- Financial management skills
- Supervisory skills
- Contract management skills
- Strategic planning skills
- Analytical and problem solving skills
- Decision making skills
- Negotiations skills
- Effective verbal and listening communications skills
- Computer skills including the ability to operate spreadsheets and word processing programs at a highly proficient level
- Effective written communications skills including the ability to prepare reports
- Effective public relations and public speaking skills
- Research and program development skills
- Stress management skills
- Time management skills

Personal Attributes

The incumbent must also demonstrate the following personal attributes:

- Maintain standards of conduct
- Be respectful
- Possess cultural awareness and sensitivity
- Be flexible
- Demonstrate a dedication to the position and the community
- Demonstrate sound work ethics
- Be consistent and fair

The Recreation Coordinator would normally attain the required knowledge, skills and attitudes through completion of a Degree or Diploma in Recreation Management and/or completion of the Recreation Facility Operators Program with related recreation programming experience. Equivalencies will be considered.

Working Conditions

(The unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent including the frequency and duration of occurrence of physical demands, environmental conditions, demands on one's senses and mental demands.)

Physical Demands

(The nature of physical effort leading to physical fatigue)

The Recreation Coordinator is expected to supervise, oversee and monitor recreational, leisure and sporting events in all weather conditions. He/she will be expected to lift, carry and manage equipment and supplies and participate in and train others in the rules of sport. He/she may have to work odd or long hours at a time to complete special requests or projects or to participate in or coordinate evening and off-hour activities. The Recreation Coordinator may be participating in and leading strenuous physical activities, both indoors and out.

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Environmental Conditions

(The nature of adverse environmental conditions affecting the incumbent)

The Recreation Coordinator may work in a number of facilities and outdoor locations and may have to manage a number of people and projects at one time. They may be interrupted frequently to meet the needs and requests of residents. The Recreation Coordinator may find the environments to be busy, noisy and will need excellent organizational and time and stress management skills to complete the required tasks. The Recreation Coordinator must be prepared to deal with injuries and accidents as a result of recreational and sport events.

Sensory Demands

(The nature of demands on the incumbent's senses)

Sensory demands can include reading and use of the computer, which may cause eyestrain and occasional headaches. The situations and programs may be noisy and busy making it difficult for the Coordinator to concentrate.

Mental Demands

(Conditions that may lead to mental or emotional fatigue)

Sport and recreation are very important to the residents. The Recreation Coordinator will have to manage a number of requests and projects at one time. He/she must be aware of all recreation programs in the community and any and all relevant legislation, policies and procedures. He/she may have to complete a number of tasks and responsibilities at one time, and must be prepared to deal with emergencies and stressful situations at any time.

Certification

Employee Signature

Printed Name

Date

I certify that I have read and understand the responsibilities assigned to this position.

Supervisor's Title

Supervisor's Signature

Date

I certify that this job description is an accurate description of the responsibilities assigned to the position.

Senior Administrative Officer's Signature

Date

I approve the delegation of responsibilities outlined herein within the context of the attached organizational structure.

The above statements are intended to describe the general nature and level of work being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of the position.

Organizational Tips

(Source: Saskatchewan Aboriginal Resources for Sport, Culture and Recreation)

Notebooks

- Color code notebooks, file folders, etc. for each project/program.
- Use 3-ring binder and ruled paper for notes pertaining to the project/program.
- Write the project/program title on the front cover and along the binder edge with permanent marker.

Devise a workable file system

Set up a file for each project/program.

- After a project/program, remove notes and materials from notebook and store them in a folder for future to use with follow-ups or next year's proposal (grant application).
- Keep receipts in appropriate place with project/program. *** If administration requires the receipts, it is important to photocopy and file for your records.***

Date and title all materials

- Date project/program meeting notes
- Title each project/program.

Number all pages of project/program documentation.

Keep supplies and materials in the same place for ease of use.

- Label desk drawers with contents or file folders.
- Use shelf over desk or work area for texts and related reading material.

Create a "to-do" list – long-term and short-term tasks.

Always check your "to-do" list each day and cross off completed items.

Time Management Tips

(Source: Saskatchewan Aboriginal Resources for Sport, Culture and Recreation)

Divide projects/programs into smaller manageable sub tasks

- Distributed tasks – work out over a given period
- Affords grant seeker a sense of control over work
- Provides grant seeker with sense of accomplishment

Keep a master calendar for each fiscal year

- Use large wall-size calendar – list all fixed commitments i.e., responsibilities, meetings, etc.
- List all projects/program start and completion dates.

Create weekly schedules

- Determine hour-by-hour schedule for the week
- Highlight project/program application and when follow-ups are due
- Each day look at weekly calendar and formulate a prioritized “to do” list.
- Establish priorities and set time accordingly

Set aside project/program assessment and writing time

Long-range project planning

- Count backwards from the due date and estimate time needed for each phase of the project/program
- Always allow more time than is actually needed

Unscheduled time

- Use it for organizing project/program assessment
- Summarize project/program
- Make up evaluation sheets for a project/program to utilize community feedback

Orientation Process Checklist

(Source: Flo Frank's Toolbox)

When new employees start a job, there are some basics to make sure they are well grounded in the work and feel welcome.

Task	Who	When
1. Welcome them – Help them get to know the job, the people and the work environment (a general orientation). Provide a background on sport, culture and recreation in the north and describe how the work is done. Leave lots of time for questions and answers.		
2. Provide assistance to fill our any forms that are required to get started, explain when and how reports are done, what is needed to get paid, and introduce them around to people in the office and any other key people.		
3. Help them get settled in their office or work space. Provide supplies that may be required. Include phone numbers for anyone that may be needed. If they are new to the building or town, show them where things are such as washrooms, coffee space, restaurants, etc.		
4. Identify and discuss current programs, projects, and up coming events. Include an overview of all related agencies and community services (use a directory or inventory if they exist). Talk about the northern approaches being used such as community development, the northern way and holistic values.		
5. Provide an overview or background about the communities they will be working in and give a good history of what has been taking place, as well as the protocols and dynamics (everything a new person should know).		
6. Discuss the new person's skills and interests and help them to connect to activities and work projects that use their expertise.		

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Task	Who	When
7. Develop a work plan and show how their work is part of a bigger picture and where they fit into things. Help them to set priorities and concrete deliverables.		
8. Ask them if they have any questions and find ways for the new person to get connected with community agencies and other services – ways that they can let people get to know who they are and what they do.		
9. Help them to be part of the team – tell them when and where there will be meetings, partnerships and outline other important relationships in the communities.		
10. Discuss training and provide tools and other resources to do the job. Let them know what is expected and how the organization is going to support their skill development.		
Other things:		