

REGULAR WORK SESSION

- Activities/Recreation Position
 - Code of Ethics [Please bring paper materials from retreat]
- Fairgrounds Grant Request [Please review requests from 4/7/15]
 - Retreat Scheduling

Any Other Business

Posted 4/17/15

OPEN TO THE PUBLIC

Guidelines for Writing a Job Description

A job description puts in writing what you want in your ideal candidate. It's a statement of the duties, responsibilities and qualifications of a job. It identifies a job so that it's clearly different from other jobs by summarizing the job's main objective and essential functions.

Job descriptions are useful when:

- Writing job advertisements.
- Providing information on job openings to potential applicants.
- Developing interview questions.
- Orienting new employees to their jobs.
- Confirming where positions fit within the municipality's structure.
- Establishing the salary range for positions.
- Evaluating employee performance.

A job description also serves as a measuring guide when screening applicants. The formal job requirements can be compared with the experience and background that candidates list on resumes and job applications.

Writing a job description is one of the first steps you take in a recruiting process. In many municipalities, job descriptions are

Draft Job Descriptions Before Recruiting

Write your job description before you begin to recruit candidates. That way, you are clear about what credentials, skills and abilities are essential for someone to be successful in the position.

either nonexistent, out-of-date or lack the key elements of a job. A big part of writing a job description is common sense. Figure out what you want the position to do, and then figure out what someone needs to know and understand to do it well.

This seven-step procedure is designed to assess where a position fits within your municipality's organizational structure, identify the needs of your municipality and develop the specific qualifications and attributes necessary to handle the job successfully.

1. List all the duties and responsibilities of the job. Be specific and include supervisory responsibilities, required reports and so on.
2. Group each of these duties and responsibilities into one of three categories: very important, important and not so important.
3. Go down your list and ask yourself if the job is truly realistic. If you're hiring your first recreation and parks director, this person tends to become a jack of all trades. He or she ends up being responsible for park maintenance, program development, program promotion and community relations. Estimate how much time per week each duty will take to insure that this person doesn't have to work 60 hours per week to get the job done.
4. What kind of person do you expect to hire? If you're requiring extensive qualifications, the salary and benefits should reflect what the local and professional market requires. Your municipality may set its standards so high that it's

impossible to find a qualified candidate for the salary offered. Think about what candidates will be evaluating: Where is your municipality located? What salary ranges are other municipalities paying for similar positions?

5. Decide on minimum qualifications. One component of a job description is to list qualifications for the job. Examine each duty, particularly those in the "very important" category, and ask the following questions: What type of experience is truly necessary to perform each specific function? How much education is necessary? What skills and abilities are necessary? What interpersonal skills are necessary?
6. Obtain additional opinions about the duties and responsibilities you've developed. Review these with the present employee or recreation and parks board. If you're filling a vacant position, what was the previous employee's background? What attributes did this person have that produced effective performance? If this employee was ineffective in certain areas, analyze why.
7. Zero in on the most important items. Isolate two or three characteristics that will have the most bearing on the candidate's job performance. While these won't be the only criteria, they will be the principal ones on which you base your search.

The ideal job description is clear, concise and written in a very impersonal style. Sentence structure is as simple as possible,

omitting all words that don't contribute necessary information. It's best to use action verbs like "supervises" and "plans." The length of a job description doesn't indicate the importance of the job.

Elements of a Job Description

The elements of a job description are:

Job Title - The job title describes the position so that it's clear and understandable to all employees. For example, in a municipal department with both recreation and parks responsibilities, it's more accurate for the top position to be known as a recreation and parks director than as a recreation director.

Job Definition - A job definition describes the conditions under which the position operates. It may include who the position's supervisor is and who this position supervises, the type of work (clerical, professional, management), the level of work (entry-level, skilled, supervisory), and how work is assigned and reviewed.

Duties and Responsibilities - This is a straightforward list of major activities of the job. Arrange duties and responsibilities in their order of importance or priority. Begin each statement with an action verb, followed by an object of the action, followed by the reason for, result or method of the action. Using this technique keeps you from breaking the job into very small pieces and going into unnecessary detail.

Examples include: "Develops (verb) a diversified recreation program schedule (object) to meet the needs and desires of the public (reason)." "Supervises (verb) the maintenance of park facilities (object) to insure they are maintained in a cost-effective and safe manner (result)."

Avoid generalizations. For example, to suggest that a position “provides leadership and guidance to others” is vague. What kind of guidance and leadership is needed? How often is this done? A better statement might read, “Conducts weekly meetings with full-time staff to review and discuss the department’s activities and to plan for future programs and projects.”

Knowledge, Skills and Abilities – This section deals with the attributes a person must possess to perform the job. It lays the groundwork for hiring procedures that are fair, effective and nondiscriminatory. Relate each knowledge, skill or ability directly to at least one job duty. If this isn’t the case, you’ve either included an unnecessary component or didn’t list an important duty of the job. It’s difficult to define levels of knowledge (some knowledge, thorough knowledge, extensive knowledge) because these definitions are vague and the levels lose their meaning. Therefore, it’s better to specify knowledge of what rather than how much knowledge.

For example: “Knowledge of effective employee supervisory techniques sufficient to instruct and evaluate others.” Instead of: “Thorough knowledge of supervisory techniques and practices.”

Skills refer to the possession of a degree of speed and accuracy in the performance of a duty. Skill is usually gained through experience and practice rather than through instruction and study. Limit your description of skills to manual operations rather than analytical or intellectual activities. For example: “Skill in use of a computer for recreation program registration.”

Abilities refer to the capacity of a person

to use knowledge and skills to do the job. They also may be used to describe areas where the person must develop additional knowledge and skills or areas where a person must apply common sense and social skills.

For example: “Ability to communicate effectively, both orally and in writing,” or “Ability to deal firmly and tactfully with the public.”

Qualifications - Job qualifications are typically described in terms of experience, education, training and certification. The qualifications required must relate to the job. List only the minimum amount of education and work experience that’s necessary for a person to do the job. List specific items required for the job or required by law. For recreation and parks positions this may include professional certification, driver’s license, CPR certification or playground safety inspector certification.

Prepared by, Approved by, Date – This provides a record for future reference if any questions arise. Identify who prepared the job description, have it approved by the appropriate person or board, and include the date it was prepared.

Include a statement on your job descriptions such as: “The above job description in no way states or implies that these are the only duties to be performed by this employee. The employee is expected to perform other duties necessary for the effective operation of the municipality.”

The Appendix contains examples of job descriptions for recreation and parks director, recreation program supervisor and parks superintendent, plus other

positions that may exist in a municipal recreation and parks agency. These samples serve as a guide to develop your own job descriptions. The job duties and responsibilities may differ in your municipality due to the way the duties are split up among municipal departments such as public works, finance or planning. The sample job descriptions were written for recreation and parks departments that have more than one staff person. The director functions primarily as the administrator. The program supervisor plans and implements a wide variety of recreation programs for citizens of all ages. The park superintendent oversees park, trail and recreation facility design, development and maintenance.

Generally, the first step is to hire a full-time recreation and parks director. A director without a program supervisor and/or parks superintendent will have many more hands-on duties such as leading recreation programs and overseeing park maintenance.

Preparing a Job Profile

A job profile gives potential candidates more in-depth information about your position opening - the skills you're looking for, the environment they'll work in, the abilities that are essential for success. You also have a much clearer idea of the type of person you'd like to hire after you've written the job profile. It provides details on the personality traits, communications skills, management abilities and business skills you're seeking in your new employee.

Provide interested applicants with a copy of both the job profile and job description.

- See the Hiring Toolkit for a Sample Job Profile -

Determining Salary Range

Municipalities may conduct their own salary surveys to gather data on compensation practices and levels of similar municipalities. A salary range is determined by a market analysis of pay scales for similar jobs in municipalities in the same local area. The term "market" refers to the collective group of employers with whom you're competing for talent. If there's a shortage of recreation and parks positions in your local area, you may need to analyze a broader geographic area to come up with a salary range.

Some municipalities have an established salary schedule and little control over what they can offer. If this is the case and the salary is lower than it should be, consider this when developing the job qualifications. However, if you have some control, don't automatically base the salary on what the last person was making. Find out the current market value of the job and consider offering a little more.

Keep these things in mind when setting salaries:

- Determine who your competitors are: what other agencies, institutions, businesses or governmental organizations require staff with the same knowledge and skill.
- Determine if your municipality wants to pay at the going market rate, above market or below market.
- Consider total compensation. Make sure all of the benefits are listed.

Having information on the total compensation package offered by other municipalities – retirement plan, benefits such as health insurance, and salary – allows for better comparisons. Without this information, you might make wrong assumptions about salary level and not have the full picture. For example, in a situation where no benefits are provided, many people will negotiate for higher salaries. Without seeing the whole compensation package, you might not understand that the high salary compensates for no benefits.

- Compare apples to apples. Make sure that you're comparing information that is similar. Looking at salary and benefits levels in municipalities vastly different from your own won't provide the information you need.
- Look at job duties and responsibilities, not just job title when deciding if salary information is comparable. To be comparable the jobs must have a similar level of responsibility and range of duties.
- Compare salaries from municipalities with a similar geographic focus. At the local level, the best salary comparisons will come from other organizations located in your municipality and from nearby municipalities of similar size. Size is usually estimated by using the operating budget or looking at the number of paid full-time staff. As a general rule larger operating budgets mean higher salaries.

- Consider the level of education required for the job and the type of employment arrangement (full-time or part-time). Both can have a big impact on a position's salary.

To attract candidates with experience and know-how, you'll need to offer a competitive salary, especially for recreation and parks director positions. The success of your municipal recreation and parks services depends on hiring an experienced, professional leader. Lower salaries will generally attract entry-level, less experienced candidates. Higher salaries will attract more experienced candidates. Offering higher salaries may also help to limit turnover. Salaries for recreation and parks personnel vary widely depending on the region of Pennsylvania. DCNR prepares a budget and salary survey for municipal recreation and parks departments that's helpful in making comparisons. The most recent edition is available online at www.dcnr.state.pa.us.

Developing a Hiring Checklist and Timetable

Whether you're hiring your first recreation and parks director or filling a vacant position, before you begin to advertise your job opening, plan your approach. This handbook addresses the primary steps to consider when hiring a recreation and parks professional. These steps with a projected timeframe are outlined in Figure 2.

Figure 2
Selection and Hiring Checklist

Week 1	<ul style="list-style-type: none"> • Develop and prioritize the key requirements needed from the position and the special qualifications, traits, characteristics and experience you seek in a candidate. • Write the job description. • Determine the salary range for the position.
Week 2 & 3	<ul style="list-style-type: none"> • Advertise the position. Develop your candidate pool of applicants. • Spread word-of-mouth information about the position availability in the recreation and parks industry and to each employee's network of friends and associates. • Place a classified ad in newspapers with a delivery reach that will create a diverse candidate pool. • Recruit online. Post the classified ad on job-related websites including the municipality's website. • Post the position on professional association websites. • Talk to university career centers. • Brainstorm other potential ways to locate a well-qualified pool of candidates.
Week 3 & 4	<ul style="list-style-type: none"> • Through your recruiting efforts, you've developed a pool of candidates. People are applying for your open job. • Send postcards or emails to each applicant to acknowledge receipt of their resume. State that if the candidate appears to be a good match for the position, you will contact them to schedule an interview. If not, you will keep their application/resume on file for a year in case other opportunities arise.
Week 5	<ul style="list-style-type: none"> • Once you have a number of applicants for the position, screen resumes and/or applications against the prioritized qualifications and criteria established. • Phone screen the candidates whose credentials look like a good fit with the position. • Determine candidate salary requirements.
Week 6	<ul style="list-style-type: none"> • Schedule qualified candidates, whose salary needs you can afford, for a first interview either in-person or on the phone. In all cases, tell the candidates the timeline you anticipate the interview process will take.

Figure 2
Selection and Hiring Checklist

Week 7	<ul style="list-style-type: none">• Ask the candidate to fill out your official job application when they arrive for the interview.• Give the candidate a copy of the job description to review.• Hold screening interviews during which you assess the candidate and they have the opportunity to learn about your municipality and your needs. Make sure each interviewer is clear about their role in the interview process.• Fill out an evaluation form for each candidate interviewed.• Meet to determine which (if any) candidates to invite back for a second interview.• Determine the appropriate people to participate in the second round of interviews. Only include people who will impact the hiring decision.• Schedule the additional interviews.
Week 8	<ul style="list-style-type: none">• Hold the second round of interviews with each interviewer clear about their role in the interview process.• Interviewers fill out the candidate rating form.• Candidates participate in any testing you may require for the position.• Check the finalists' (people to whom you are considering offering the position) credentials, references and other qualifying documents and statements.• Eliminate anyone who has stated qualifications dishonestly or who fails to pass the checks.
Week 9	<ul style="list-style-type: none">• Reach consensus on whether the municipality wants to select any candidate. If dissension exists, the supervising manager should make the final decision.• If no candidate is superior, start again to review your candidate pool and redevelop a pool if necessary.• If a top candidate is selected, agree on the offer to make to the candidate.• Talk informally with the candidate about whether he or she is interested in the job at the offered salary and stated conditions. Make certain the candidate agrees that he or she will participate in a background check. This should have been signed off on the application. If so, proceed with an offer letter. You can also make the job offer contingent on background checks.• If the candidate is not interested in the job at the offered salary and stated conditions, determine if negotiable factors exist that will bring the municipality and the candidate into agreement. A reasonable negotiation is expected; a candidate that returns repeatedly to the municipality requesting more each time is not a candidate the municipality wants to hire.• If the informal negotiation leads the municipality to believe the candidate is viable, prepare a written job offer letter that offers the position and states and formalizes the salary, reporting relationship, supervising relationships, and any other benefits or commitments the candidate has negotiated or the municipality has promised.• Provide the offer letter to the candidate.
Week 10	<ul style="list-style-type: none">• The candidate signs the offer letter to accept the job or refuses the position.• If yes, schedule the new employee's start date.• If no, start again to review your candidate pool and redevelop a pool if necessary.

Activities Position

For FT full benefits May-Dec 2015

Insurance	5200.00		
FICA	1900.65		
Retirement	666.97		
Salary	22232.39	Monthly	2779.05
	30000.01	(GROSS)	
		Annual	33348.59

Activities Position

Full Benefits w/ Office setup/budget

Office	3000.00		
Budget	5000.00		
Insurance	5200.00		
FICA	1287.53		
Retirement	451.82		
Salary	15060.64	Monthly	1882.58
	29999.99	(GROSS)	
		Annual	22590.96

No Benefits w/ Office setup/Budget

Office	3000.00		
Budget	5000.00		
FICA	1732.65		
Salary	20267.34	Monthly	2533.42
	29999.99	(GROSS)	
		Annual	30401.01

Comparison

Position	Benefits?	Monthly	Annual
PT Parks	N	\$1,225.00	\$14,700.00
PT Rec	N	\$1,419.92	\$17,039.00
FT PW Entry	Y	\$2,184.00	\$26,208.00
FT PW MS	Y	\$2,925.83	\$35,110.00
FT PW Director	Y	\$3,064.50	\$36,774.00
FT Admin Clerk	Y	\$2,850.25	\$34,203.00
FT Admin Mgr	Y	\$4,178.50	\$50,142.00

The CML Compensation Report has info on a "Recreation Director" but nothing on an "Activites" position.
Will send the link seperately.

To: Creede Recreation Committee

Lake City Area Parks and Recreation
P.O. Box 544
Lake City, CO. 81235

I've included the budgets that I deal with as the parks and recreation director. I also included the fall rec schedule.

When I started 9 years ago I was only the recreation director and the public works department handled the parks and the tree trimming. I have always been responsible for the ski hill and the armory and parks scheduling. About a year after I started I took over the cleaning and minor maintenance of the town hall/armory building. Prior to that, a private cleaning person was hired at 10 hours per week for cleaning. I took over parks two years ago and tree trimming last year. I started on a 32 hour a week salary for recreation director and then worked an additional 5 hours a week cleaning. Currently I am hourly with comp time if I go over 40 hours. I averaged 42 hours a week for the last 9 years. I have 3 part time ski hill employees during the winter ski season, which is Christmas through the end of March and 2 part time parks employees during the summer from May 15 through the end of August. Before and after that time I am the one cleaning the bathrooms and doing trash at the two town parks. I hire high school kids for the parks positions and pay them between \$10 and \$13 per hour.

Some of the other things that we offer that aren't on the fall rec schedule are adult softball. This includes kids 14 yrs old and up. We also have a **climbing wall** inside the armory which is busy during the summer season. We have 4 inflatable bounce houses that I also use for kids gym and teen center inside the armory building. We just finished our 18 hole disc golf course at the ski hill this fall. That is offered for free to anyone that wants to use it. It took us 3 years to buy all the baskets due to the cost. We are now putting in bike trails on the ski hill property. We started those this spring with youth corp help and then continued working on them throughout the summer with volunteers. I also offer **paintball outings for the teenagers**. The rec dept owns about 8 paintball guns and many of the kids have their own. The county owns a 12 passenger bus that they let me use for free to do trips with kids and adults. **The county, for the last 3 years, has given me between \$1500 and \$2500 for gas for the bus.** This money isn't included in my rec budget with the Town. It is additional money dedicated to fuel and it helps out greatly. I usually go through \$2000 worth of gas per year. During the winter I try to go skiing at least once or twice a weekend to either Crested Butte, Monarch, Durango, or Wolf Creek. I also take special ski trips to many other places in Colorado and New Mexico. We also do trips to Grand Junction for shopping and the movies and to Gunnison for movies and ice skating, and to Colorado Springs for an occasional paintball trip. We also take the kids on trips to the hot springs in Ouray and Glenwood Springs. Sometimes we coordinate the xgames into a Glenwood Trip with Sunlight Ski Area. Every summer I

also take the teens to the Great Sand Dunes for a camping trip. And some of you might know that last year **we did some Monday ice hockey in Creede.**

I try to keep the cost low for the teens that attend these trips. I usually always pay for lodging out of the rec budget but I charge \$5 or \$10 for gas depending on where I go. I never pay for any of their food unless it's a multiple overnight stay.

I'm sure I've forgotten other things that I do with the kids but this gives you an idea.

If you would like me to come over to answer any more questions about the budget or what else I do, please let me know.

A handwritten signature in black ink that reads "Ben Hake". The signature is written in a cursive, flowing style.

Ben Hake
Lake City Parks and Rec

Lake City Recreation Fall Schedule 2014

			Contact
Sunday			
Armory Walking Ski Hill	9am - 10am 11am - 2pm	Armory season opens dec 20th with snow	
Teen Weighlifting	4pm - 6pm Times may change. If interested contact Ben at 970-403-6301	Weight Room	Ben Hake
Monday			
Pilates	9am - 10am This is a \$3 class through public health Call Carol Lynn 944-0321	Teen Center	Carol Lynn
Tumbling Class Ski Hill	9:30 - 10:30am 10am - 2pm	season opens dec 20th with snow	Jamie Walker
Crossfit	5:30pm - 6:45pm	Armory	Sara Getterman
Tuesday			
Armory Walking School Phs Ed Teen Weighlifting	9am - 10am 10:50 - 4pm 4pm - 6pm Times may change. If interested contact Ben at 970-403-6301	Armory Armory Weight Room	Gary Gibson Ben Hake
Rec. Volleyball	7pm - 9:30pm	Armory	Ben Hake
Wednesday			
Pilates	9am - 10am This is a \$3 class through public health Call Carol Lynn 944-0321	Teen Center	Carol Lynn
Tai Chi	8am - 9am	Armory	Jerry Gray
Armory Walking School Phs Ed School Basketball Open Basketball	9am - 10am 10:50 - 4pm 4pm - 5:30pm 5:30 - finish	Armory Armory Armory Armory	Gary Gibson Scroggins Dan Scroggins
Thursday			
Armory Walking School Phs Ed School Basketball Teen Weighlifting	9am - 10am 10:50 - 4pm 4pm - 5:30pm 4pm - 6pm Times may change. If interested contact Ben at 970-403-6301	Armory Armory Armory Weight Room	Gary Gibson Scroggins Ben Hake
Crossfit	5:30 pm - 6:45pm	Armory	Sara Getterman
Friday			
Pilates	9am - 10am This is a \$3 class through public health Call Carol Lynn 944-0321	Teen Center	Carol Lynn
Tai Chi	8am - 9am	Armory	Jerry Gray
Armory Walking School Phs Ed School Basketball Kids Gym Teen Center	9am - 10am 10:50 - 4pm 4pm - 5:30pm 5:30 pm - 6:30 pm 7pm - 10pm	Armory Armory Armory Armory Armory	Gary Gibson Scroggins Ben Ben
		k - 5th grades 6th - 12th grades	
Saturday			
Armory Walking	9am - 10am	Armory	
Ski Hill	10am - 2pm	season opens dec 20th with snow	

Ski Hill

salaries	10600	50 days open	I would take bl and cindy to \$11 per hr
insurance	0		no one should get insurance. They are all part time
fica	159		
pera	1484		
contract instruction	0		
operating supp	1800		
r and m supplies	500		
pub sub dues	800	put \$500 from ussa and nssa memberships instead of them in misc	
electricity	840		
telephone	200		
prof services	200		
inspections	1600		
r and m services	200		
travel and meetings	425		
misc	1300	liability ins	
permits	800		
	20908		

Parks

salaries	7700
health insurance	0
fica	116
pera	1078
contract labor	300
operating supplies	5000
janitorial supplies	1300
r and m supplies	1500
electricity	2300
prof services	300
r and m services	450
trash	5500
misc	200
trails	0
park and rec equip	1500
	27244

with these 4 accounts it is a total of \$2281 higher than last year

trees and landscaping

operating supplies	300	
repair and main supplies	110	
fuel	0	
r and m services	12000	arborist \$8500, spraying \$3500
travel	150	
misc	200	
	12760	

Building and Plant

salaries	0	shouldn't be any salaries because my cleaning hours are now
health insurance	0	under rec salaries
fica	0	
pera	0	
janitorial supplies	950	
operating supplies	300	
r and m supplies	750	
electricity	4450	
propane	6500	
professional services	200	
r and m services	7500	includes floors for next year
trash	4000	
misc	950	
equip	150	
	25750	

Recreation

salaries	43680	just a guess
health ins	6564	
fica	656	
pera	6115	
contract instruction	500	the armory when finished may be able to offer more classes
office supplies	0	
operating supplies	0	
recreation supplies	8500	
r and m supplies	50	
pub subs dues	200	
telephone	600	
prof serv	0	
r and m services	200	
travel and meetings	300	
refunds	0	
misc	200	
	67565	