

Chapter 5

Organizational Structure and Administrative Operations

CAPRA Agency Accreditation Standards

* 1.4 Process for Developing and Implementing Policies, Rules and Regulations, and Operational Procedures.

Standard: A specific distinction shall be made among policies, rules and regulations, and operational procedures and how they are developed and implemented within the agency.

Commentary: The differences between Policies, Rules and Regulations, and Operational Procedures are often confused. Policies are broad statements set forth by the policy making approving authority. An established policy is a settled course of action required to be followed by the chief administrator and staff. Rules and regulations are administrative statements developed by the chief administrator and sometimes approved by the board. They are based on the policies and set forth requirements guiding the activity of participants and staff functions. Operational procedures are guidelines, set forth by the administrator and staff to facilitate the implementation of policies, how something is to be done, when, and by whom.

Suggested Evidence of Compliance: Provide documentation establishing how policies, rules and regulations, and operational procedures are developed and implemented.

1.4.1 Policy Manual

Standard: There should be a manual setting forth the Agency policies, which is kept up-to date, reviewed systematically, at least every five years, by the administration, and made available to pertinent administrative and supervisory personnel.

Commentary: The chief administrator should prepare a review of policies for the approving authority. Policies may be reviewed in general or with specificity, but in either case, the chief administrator should recommend to the approving authority the need to continue, change or terminate existing policies. Of course, policy changes can be recommended at any time and do not have to wait for the systematic review.

Suggested Evidence of Compliance: Provide access to the agency policy manual, demonstrate how it is made available, and provide evidence of its review by the approving authority and administrators.

1.0 ORGANIZATION AND ADMINISTRATION

* 1.1 Organizational Structure

Standard: The agency shall establish a staff organizational structure, specifying the interrelationships within the organization.

Commentary: An agency's structure should reflect its purpose, its methods of operation in relation to its resources, and its relationship to the community. The organizational structure should be established so that the alignment of responsibility and delegation of authority is clearly understood to enable an agency to carry out its goals.

Suggested Evidence of Compliance: Provide a copy of the staff organizational structure (i.e., organizational chart) that shows interrelationships.

1.1.1 Statement of Purpose for Each Organizational Component

Standard: The agency should have a written purpose statement for each organizational component that is available to all employees.

Commentary: In support of the agency's mission, each organizational component should be guided by a written purpose. The written purpose statement should guide the work of agency staff with responsibility in the respective component.

Suggested Evidence of Compliance: Provide a copy of the written purpose statements and indicate how they are made available to personnel.

*1.2 Administrative Policies and Procedures

Standard: There shall be policies and procedures, encompassing administrative aspects of the organization.

Commentary: These policies may be included in the agency policy manual. Whether a component of the policy manual or managed separately, the material should be organized in manner allowing easy access to personnel. This may be accomplished through the development of an administrative manual, comprising the policies and procedures, covering various topical components such as personnel, maintenance and operations, risk management, human resources, and financial procedures. Each employee should have access to the section(s) applicable to their position responsibility. The policies and procedures should be reviewed on an annual basis and revised as needed.

Suggested Evidence of Compliance: Provide access to the administrative policies and procedures and demonstrate how this information is made available to personnel.

1.2.1 Administrative Offices

Standard: There should be allocated administrative space and equipment to perform the agency's functions and responsibilities.

Commentary: The administrative offices should be accessible to the public. There should be functional meeting rooms for use by both professional staff and volunteers. There should be adequate office space for personnel with functional workspace, storage facilities, and filing cabinets. There should be an accessible resource library for staff use and research. In smaller agencies, particularly, these administrative office functions might be in conjunction with other departments of the governing body.

Suggested Evidence of Compliance: Provide documentation that describes the types of office space and administrative equipment used by the agency.

1.2.2 Support Services

Standard: Support staff and services should be provided to enable the professional staff to perform their appropriate functions.

Commentary: Sufficient and appropriately skilled clerical and maintenance staff should be provided. Adequate support services, equipment, and materials, such as computers and copiers,

resource literature, and AV equipment, should be provided. Current technology, where appropriate and feasible, should be utilized to effectively perform functions.

Suggested Evidence of Compliance: Provide a listing of both support staff and services.

* 1.3 Communication System

Standard: A communication system shall be established to insure the accurate and timely transfer of information, both internal and external.

Commentary: An internal communications component within the Agency includes communication both "upward" and "downward." This would include how unit newsletters and other briefs are disseminated.

An external communications component includes formal communications to higher levels of government, counterpart agencies, news media, and members of the public. Timely communications with external departments of government and outside agencies are crucial to success in cooperative efforts in meeting the needs of the community. Good communications with the appropriate news media are essential.

Suggested Evidence of Compliance: Provide a copy of the communication matrix.

* 1.4 Coordinated Process of Public Information, Community Relations, and Marketing

Standard: There shall be a written process regarding the integrated role of public information, community relations, and marketing functions of the agency including periodic reporting and evaluation.

Commentary: The coordinated process of public information, community relations, and marketing are complementary functions, which must exist within the agency. The functions overlap because they all deal with an organization's relationships and employ similar communication tools. While they have the same ultimate purpose of helping assure an organization's success, the purpose of each differs and each approaches the task from a different perspective.

At least quarterly, the person or persons responsible for the public information, community relations and marketing functions should submit a report to the agency's chief administrator. The report should include, at a minimum, the following elements: a description of current opportunities/problems/needs voiced by the community that have a bearing on park and recreation activities within the community; and a statement of recommended actions. The process should be evaluated annually, at a minimum, for effectiveness.

Suggested Evidence of Compliance: Provide a copy of the written process including several reports and evaluations.

1.6 Records Management Policy and Procedure

Standard: The agency should have written policy and procedures for control, maintenance, and retention of records.

Commentary: The records management function is important to the effective delivery of park and recreation services and may be available in a centralized location. Those records that are

basic to meeting the management, operational, and information needs of the agency should be included. Records management should be consistent with legal requirements.

Suggested Evidence of Compliance: Provide a copy of the records management policy and procedures.

* 1.1. Personnel Policies and Procedures Manual

Standard: There shall be written policies , which govern the administration of personnel procedures for both professional and nonprofessional employees that are reviewed annually.

Commentary: The personnel practices should include procedures for selection, hiring, and dismissal; retirement, hospitalization, leaves, vacation, other benefits, and increment policy; salary schedule; incentive system; and staff development program. Policies and practices should be in accord with the working conditions of the immediate locale. The Personnel Policies and Procedures Manual should be available to each employee, as appropriate to the position held.

Suggested Evidence of Compliance: Provide Personnel Policies and Procedures Manual and date of latest review.

* 1.2 Staff Qualifications

Standard: The agency shall employ professional staff qualified to develop and operate programs and services.

Commentary: Competent professional staff should be employed to carry out the program in accord with the goals and objectives. Type of staff needed to carry out specific program elements and services should be concisely identified in the budgeting process. Each individual employed should be delegated authority commensurate with the assigned tasks. Staff should be qualified for the positions as provided in the job descriptions. Professional park and recreation personnel should have certification and/or educational training appropriate to the position. Staff in certain positions should carry the appropriate certifications.

Suggested Evidence of Compliance: List professional staff with the responsibilities and qualifications to carry out such duties.