

## **Chapter 17**

### **Human Resource Management**

#### ***CAPRA Agency Accreditation Standards***

\* 0.1. 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.

4.1.13 Termination and End of Employment

**Standard:** There should be written policies and procedures for termination and end of employment.

**Commentary:** Agencies should be prepared for instances of termination and end of employment with written policies and procedures outlining the process.

**Suggested Evidence of Compliance:** Provide the dated and approved termination and end of employment policies and procedures, and indicate how they have been communicated to employees.

\* 0.3 Job Analysis Policy and Job Descriptions

**Standard:** Written job descriptions for all positions shall be based on the agency's job analysis policy and include, at a minimum: duties, responsibilities, and tasks of each position; and minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.

**Commentary:** A variety of valid and useful methods are available for conducting a job analysis and establishing written job descriptions. A job description should include both the position description (title, line of authority, scope and range of authority; duties, functions, responsibilities; and amount and kind of supervision exercised and received) and job qualifications (education, certification or registration, experience, competencies, special skills, etc.). Some agencies within civil service systems are obligated to use the job analysis policy and job descriptions established by that system.

**Suggested Evidence of Compliance:** Provide a copy of the dated and approved job analysis policy and a sample of job descriptions for temporary, permanent and internship positions.

\* 0.4 Chief Administrator

**Standard:** There shall be a professionally-qualified administrator who is responsible to the

approving authority for the management, direction, and control of the operations and administration of the agency, and who shall have authority to perform such responsibilities.

**Commentary:** The administrative or executive function is accomplished by the chief administrator employed by the approving authority to be responsible for the operation of the agency. The chief administrator should be employed full-time, year-round, and be qualified by experience and education in park, recreation, or related disciplines. It is highly desirable that the chief administrator be a Certified Park and Recreation Professional (CPRP).

Evidence of "professionally qualified" include holding the Certified Park and Recreation Professional (CPRP) certification, having a degree in parks and recreation or related field, or five years professional experience in parks and recreation commensurate with the position qualifications and involvement in professional park and recreation organizations. All criteria are highly desirable.

The chief administrator should help the approving authority to become familiar not only with the individual responsibilities of the approving authority members, but also with general operation of the agency. The chief administrator should keep the approving authority, staff, and community informed of public policy issues that affects the community.

A system of succession should be established to ensure that leadership is available when the agency's chief administrator is incapacitated, off duty, out of town, or otherwise unable to act.

**Suggested Evidence of Compliance:** Provide a copy of the chief administrator position description and the name and professional qualifications of the current agency chief administrator.

#### 4.5.1 Workforce Health and Wellness

**Standard:** There should be an employee health and wellness program(s) within the agency.

**Commentary:** Park and recreation agencies are often the model for healthy and active lifestyles. As such, park and recreation agencies should provide opportunities that improve the health and wellness of its employees. Such opportunities do not necessarily have to be conducted by the agency, but may utilize community resources.

**Suggested Evidence of Compliance:** Provide evidence of the agency's health and wellness program and employee participation.

#### 4.6 Orientation Program

**Standard:** There should be an orientation program for all personnel employed by the Agency.

**Commentary:** An orientation program of the agency should include (1) philosophy, goals, and objectives; (2) the history and development of the agency; and (3) pertinent sociological and environmental factors of the community and specific neighborhood in which the individual is to serve. Full-time staff may be provided a more in-depth orientation than part-time staff.

**Suggested Evidence of Compliance:** Provide outline of orientation program.

#### 4.6.1 In-Service Training Function

**Standard:** There shall be an in-service training function within the agency that is evaluated, updated, and reviewed annually.

**Commentary:** The nature of the training function will be based on the size of the agency, with larger agencies having a specific training component and smaller agencies relying on training provided by other agencies as required.

The training component should facilitate the development of agency training programs; notifying personnel of available and/or required training; maintaining training records; assuring that required training programs are attended; implementing and coordinating training programs; selecting instructors; and evaluating training programs.

**Suggested Evidence of Compliance:** Provide evidence of the in-service training function and an outline of the training programs offered.

#### 4.6.2 Employee Development

**Standard:** There should be a program of employee development, available for employees throughout the agency, based on needs of individual employees and future organizational needs.

**Commentary:** Employee development is a structured process that is utilized by an agency to provide opportunities for individual growth and development at all levels. The employee development program should foster the improvement of personal skills, knowledge, and abilities of personnel in order to successfully meet agency tasks and employee advancement requirements. The program ensures all employees equal access to training and development opportunities. The aim of employee development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. The agency may utilize the career development program to further the professional growth and capabilities of the employee's present and/or future job role within the agency. Leadership development programs should support current leaders and provide an avenue for growth of new leaders to address future organizational needs. The employee development program should include availability of periodicals, books, and other resource materials; attendance at conferences and workshops; staff seminars and study groups; in-service education program of a specific sequence and content; encouragement of correspondence courses and academic work; visitation to other programs; relevant certifications; and/or utilize a mentorship program.

**Suggested Evidence of Compliance:** Provide examples of how the agency supports employee development.

#### 4.6.3 Succession Planning

**Standard:** Agencies should formulate a succession plan to ensure the continued effective performance of the organization by making provisions for the development and replacement of key people over time.

**Commentary:** Every organization has a unique population of employees that often reflects the age and life cycle of the organization. Over time, employees reach retirement age and vacate positions. Often, the retiring employees are in leadership positions or possess institutional knowledge critical to organizational sustainability. Organizations should be aware of the age demographics of their employee workforce and plan for their inevitable departure. Planning

should involve employee development, leadership training, knowledge transfer and possible reorganization to ensure continuity of services.

**Suggested Evidence of Compliance:** Provide a copy of the agency's succession plan.

#### 0.6.4 Professional Organization Membership

**Standard:** Professional personnel should be active members of their professional organization(s).

**Commentary:** "Active" means more than holding membership. It includes attendance at meetings, presentations, committee work, elected and appointed positions, participation in educational opportunities, etc.

**Suggested Evidence of Compliance:** Provide a list of professional personnel and the professional organization(s) in which they are a member; indicate nature of participation.

#### 4.7 Volunteer Management

**Standard:** There should be a volunteer management function within the agency, including a comprehensive Volunteer Management Manual.

**Commentary:** Park and recreation agencies rely heavily on the contribution of volunteers. As such, the agency should have a comprehensive Volunteer Management Manual that includes policies and procedures related to the management of volunteers.

**Suggested Evidence of Compliance:** Provide the Volunteer Management Manual.

#### 0.7.1 Utilization of Volunteers

**Standard:** Volunteers should be utilized by the agency in a variety of positions.

**Commentary:** Agency volunteers should be used for functions such as program leadership, fundraising and fiscal management, public relations and promotion, clerical services, advisory councils, program/service support, etc. Volunteer positions carrying higher levels of responsibility should be supported by written agency volunteer position descriptions.

**Suggested Evidence of Compliance:** Provide list of functions in which agency volunteers are utilized, the extent of such utilization, and examples of volunteer position descriptions.

#### 0.7.2 Recruitment, Selection, Orientation, Training, and Retention

**Standard:** There should be an on-going function within the agency for the recruitment, selection, orientation, training and retention of volunteers, including a policy on background screening.

**Commentary:** As part of the selection process, national background investigations are required for all volunteers who work frequently and routinely with vulnerable populations, especially youth, senior citizens, and persons with disabilities.

In certain circumstances, training specific to the volunteer's area of responsibility is strongly recommended, especially for volunteers who work frequently and routinely with vulnerable

populations, such as youth, senior citizens, and persons with disabilities (i.e., youth coaches, senior center volunteers, and rehabilitation center volunteers).

**Suggested Evidence of Compliance:** Provide a description of the agency's recruitment, selection, orientation, training, and retention procedures. Provide the agency's background screening policy for volunteers and evidence of implementation.

#### 0.7.3 Supervision and Evaluation

**Standard:** Agency volunteers should be monitored, receive supervisory visits and conferences, and be evaluated regarding performance.

**Commentary:** Supervision and evaluation of volunteers is important to ensure adequate training is provided and to verify satisfactory conduct and performance. The degree to which the agency supervises and evaluates volunteers may vary depending on the role of the volunteers (i.e., one-time volunteer assisting with a park cleanup vs. a repeat volunteer assisting with a rehabilitation program).

**Suggested Evidence of Compliance:** Provide written description of the monitoring system including current practices for supervisory visits, and examples of completed evaluations.

#### 0.7.4 Recognition

**Standard:** There should be a function within the agency for the recognition for volunteers.

**Commentary:** Volunteers provide their time and energy to assist an agency without expectation of monetary benefit. Thus, officially recognizing the agency's appreciation for volunteers is meaningful and appreciated by volunteers. Recognition may take many forms, depending on the nature of the volunteer roles, from a simple thank you letter posted on the agency website to a individual certificate of appreciation to personal recognition at a banquet, etc..

**Suggested Evidence of Compliance:** Provide description of the nature of recognitions given, including any awards and public recognition.

#### 0.7.5 Liability Coverage

**Standard:** Agency volunteers should be covered for negligence liability by the agency.

**Commentary:** Individuals representing the agency in any official capacity, such as volunteers, should be provided appropriate negligence liability insurance.

**Suggested Evidence of Compliance:** Provide documentation indicating coverage.

#### 0.8 Consultants and Contract Employees

**Standard:** The agency should have policies and procedures regarding the use of consultants and contract employees.

**Commentary:** Consultants and contract employees may be utilized by the agency for specialized functions. These may be officially contracted for a fee or their services may not involve a fee. This may include consultants on human development, management, finance, landscape design,

facility construction, etc.

**Suggested Evidence of Compliance:** Provide the dated and approved agency policies and procedures regarding the use of consultants and contract employees.