

Hiring Municipal Recreation and Parks Personnel



A Resource Guide for Recreation, Parks and Conservation

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Hiring Municipal Recreation and Parks Personnel

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Bureau of Recreation and Conservation

in partnership with

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Preface

Would you like to:

- Acquire and develop park areas and recreation facilities?
- Establish a trail and greenway network connecting your schools, parks and neighborhoods with other community destinations?
- Improve the maintenance and upkeep of your park areas and recreation facilities?
- Offer recreation programs and special events for all ages?
- Apply for grant funding and find other revenue sources for park projects?
- Have a central source where your residents can get information on the recreation opportunities in your area?

If your answer is “yes” to any or all of these questions, it’s time for you to consider hiring a recreation and parks professional.

“Hiring Municipal Recreation and Parks Personnel” provides answers and advice to help you find and hire the right people to develop and manage your recreation and parks system. The “right” person for your municipality won’t be the “right” person for another. Each municipality in Pennsylvania has its own distinct character and its own set of challenges and needs. The candidates’ educational background and years of experience may be similar, but the personality traits,

management abilities and communication skills you’re looking for in a recreation and parks professional will differ from other municipalities.

The concepts presented in this handbook can be applied to hiring for all kinds of municipal recreation and parks positions, such as recreation and parks directors, program supervisors, aquatic specialists and park superintendents. It’s designed in an easy-to-read format that outlines the basic hiring guidelines to follow.

We encourage you to read *“Community Recreation and Parks”* before this handbook. It provides a foundation on the basic concepts of public recreation and parks services in Pennsylvania and contains a directory of available resources. To receive your free copy, call 717-787-7672, download it from DCNR’s website at www.dcnr.state.pa.us or email DCNR at rec&con@state.pa.us.

This handbook provides practical information for municipalities on the hiring of recreation and parks personnel. Municipal employers are subject to applicable laws and, in many cases, collective bargaining agreements. This handbook does not attempt to comprehensively address the legal obligations of municipal employers. To the extent portions of this handbook are based on federal and state laws concerning hiring practices, these laws, as interpreted by the courts, are subject to change. *This handbook should not be considered or relied upon as legal advice.* For legal advice concerning hiring practices, municipalities should consult their legal counsel.

Introduction

This handbook is a comprehensive, easy-to-use guide to recruiting and hiring for municipal recreation and parks positions. Its purpose is to help Pennsylvania municipalities find the most qualified people to lead their recreation and parks departments and agencies.

The handbook is geared towards municipal elected officials, managers, and recreation and parks board, commission and authority members who are responsible for hiring. The term “municipality” is used throughout the handbook to represent the hiring body.

This is a “how to” handbook, packed with step-by-step instructions that lead you through the hiring process from start to finish.

When you hire someone, you will invest time, money, training and trust. If you do it right, your municipal recreation and parks system can move forward much faster than ever before. If you do it wrong, your residents won't be provided with the recreation opportunities they need, desire and deserve.

When most people think of hiring an employee, they tend to think only of classified ads and interviews. But there's much more to successful hiring than that. It's an important process with serious implications for your municipality's future. Putting in the time to examine your needs and to recruit and hire in a systematic way will pay off in the long run.

Mistakes made in the employment process and selection of an unqualified candidate can create legal, financial and public

relations problems. This handbook's suggestions will help you prevent these problems by hiring the best person for the job.

When you consider the substantial investment of tax dollars in personnel costs and potential negative consequences of hiring an unqualified applicant, time spent on improving the hiring process will be well worth it. The selection of a recreation and parks professional is one of the most crucial decisions facing any municipality that provides recreation services, since it will directly or indirectly influence the lives of all residents. Planning will help you follow the proper steps.

This handbook covers who is responsible for selection and hiring and how to recruit qualified candidates. It also outlines the process of writing job descriptions, how to handle applications, what to ask and what not to ask in an interview, how to check references and credentials and how to make a job offer.

Chapter One describes the necessary qualities, skills and credentials to look for in candidates for municipal recreation and parks positions. It outlines how to develop a job description and determine an appropriate salary range.

Chapter Two answers the question, “How do we recruit candidates?” Deciding who will do the recruiting and what to require applicants to submit is included.

Chapter Three discusses how to narrow your field of candidates by effectively reviewing resumes and conducting telephone screening interviews.

Selecting the finalists for an in-person interview is presented in *Chapter Four*. Information on contacting references and conducting qualifications and background checks is also included.

In *Chapter Five*, planning and conducting interviews is covered. How to develop interview questions and the correct way to ask them are included, along with a special section on questions that are considered discriminatory.

Chapter Six covers the final selection decision, including making the job offer and negotiating the terms and conditions of employment.

Chapter Seven reviews the after-hiring details of orientation, job expectations and probationary periods. The importance of supporting on-going professional development for recreation and parks staff is also highlighted.

Examples of forms and letters used in the recruiting and hiring process are placed at the end of the handbook in a *Hiring Toolkit*, in the order that they are referenced in the text. Sample interview questions are included as well. Hiring tips are also highlighted throughout the handbook. The handbook's final section is an *Appendix* containing sample job descriptions and information on national and state job posting services for municipal recreation and parks positions.

Additional publications on a variety of parks and recreation topics are available online from the Pennsylvania Department of Conservation and Natural Resources (DCNR) Bureau of Recreation and Conservation at www.dcnr.state.pa.us. DCNR staff can provide assistance on hiring recreation and parks personnel and

suggestions to improve your community's recreation and parks services. See the *Appendix* for a list of DCNR regional offices.

1 Framing the Job

The key to providing comprehensive recreation and parks services for your municipality is professional staff. Typically, as municipalities grow in population, the demand for recreation and parks services increases which results in the need to hire professional staff.

What does a municipal recreation and parks professional do? Essentially, he or she provides and maintains resources for recreation experiences for your citizens.

The Role of Local Government Recreation and Parks

To provide opportunities to guarantee every resident quality recreation experiences. This is accomplished by 1) developing and maintaining park areas and recreation facilities for citizens to enjoy, and at the same time, protecting and preserving the environment for future generations and 2) offering recreation programs and services that are consistent with citizens' needs and interests and add to their health, sense of well being and sense of community.

What is a Recreation and Parks Professional?

A skilled recreation and parks professional develops park areas and recreation facilities, plans and implements recreation programs, creates new sources of revenue and works cooperatively with community groups and businesses. Resourcefulness and creativity are important traits.

Recreation and parks professionals lead people, manage finances, negotiate contracts, oversee capital projects, design facilities and give presentations. They also meet with legislators, work track and field meets, measure water chemistry and clean up spills in the preschool class.

Recreation and parks is a specialized field that requires qualified leadership. Municipalities spend considerable amounts of money to develop park areas, trails and recreation facilities and to operate recreation programs. Hiring qualified professionals to manage your municipal recreation and parks department will help to maintain your investment in public facilities and services.

Qualified candidates for a management position in municipal recreation and parks will have years of relevant work experience and the proper educational training. They will have working knowledge in these areas of parks and recreation administration:

- Park management – planning, development and maintenance of park areas and recreation facilities.
- Recreation programming - planning, marketing and implementing a variety of recreation activities.
- Public relations – program promotion, community relations and customer service.

- Personnel management - recruiting, training, supervising and evaluating employees and volunteers.
- Fiscal management - generating revenue, grant writing and preparing and managing budgets.

Why Hire a Recreation and Parks Professional?

A professional has advanced knowledge in many different areas that volunteer recreation and parks board members may know little about, like comprehensive recreation, park and open space planning, recreation programming, and park and trail design, operation and maintenance. There's better coordination with other recreation providers in the community when you have a recreation and parks professional, and communication with municipal staff is improved. With full-time administrative leadership, more work gets accomplished. Grants can be applied for and other revenue sources can be found to help supplement local funds.

Perhaps the best reason to hire a recreation and parks professional is to protect, sustain and improve upon the investment you've made in park areas, trails and recreation facilities. If you have few or no park areas, trails and recreation facilities, a professional can spearhead your efforts to acquire and develop them.

Citizen demand for recreation programs and park facilities is gaining momentum in many areas of Pennsylvania. As communities grow, so does the need for new and expanded municipal services.

A Recreation and Parks Professional will Help your Municipality:

- Determine your citizens' recreation needs.
- Acquire and develop parkland and recreation facilities.
- Provide the variety of recreation programs necessary to serve all of your residents.
- Insure your park areas and recreation facilities are maintained in proper condition and adhere to safety standards.
- Address municipal legal liability issues.
- Educate elected officials and community leaders about recreation and parks.
- Promote and market your recreation and parks services.
- Obtain grant funds and resources to supplement municipal funds.
- Develop and make efficient use of budgeted funds.
- Increase municipal-school district cooperation and coordinate maximum use of school facilities for community recreation.
- Stay informed about current trends and techniques to provide better service.
- Assist youth sports organizations.
- Oversee park area and recreation facility use and scheduling.
- Work on creating or expanding a greenway and trail network.
- Tap the important resource of volunteers for park enhancement projects and recreation programs.
- Recruit, train and supervise personnel.
- Work with board members, volunteers and organizations to involve your whole community.

New residents may be moving to your municipality from areas that have well-established recreation and parks services. Trails, greenways and open space continue to be highly desired.

As Pennsylvania's municipalities recognize the need to provide recreation and parks services for residents, they're realizing that to do so properly, they need to hire a qualified recreation and parks professional.

Recreation and parks is one of the primary functions of local government. But while many Pennsylvania municipalities have advisory recreation and parks boards, many don't employ a recreation and parks professional. Smaller municipalities often can't afford to hire professional recreation staff, so they rely on volunteers to provide this important service to citizens or join forces with neighboring municipalities to form a regional recreation and parks agency.

The issue of when it's time to hire a full-time recreation and parks professional has many facets. Most municipalities are finding it harder to rely on volunteers to handle the day-to-day responsibilities of managing municipal recreation programs and performing park maintenance duties. People don't have the time to make long-term commitments and municipal managers are too busy with other responsibilities.

Is your municipality large enough to support a full-time recreation and parks professional? If not, you may consider a regional approach to funding a position. In any size municipality special skills are needed to provide recreation and parks services effectively. In rural Pennsylvania or in municipalities that can't fund the services alone, area-wide departments allow municipalities to pool their resources to hire staff that none of them could afford by themselves. The majority of local municipal governments in our state are small, with 79.2 percent of them having less than 5,000 residents.

By sharing the cost of hiring professional recreation and parks staff, you can provide more programs and services, improve the quality of facilities and relieve some pressure from volunteers. Professional staff can dedicate more time and effort to managing day-to-day operations such as maintaining parks, coordinating recreation programs, managing volunteers, raising funds and developing partnerships. DCNR's Circuit Rider grant program offers financial assistance to hire a shared recreation and parks professional. Two or more municipalities must work together and create an intergovernmental agency to qualify for the funds.

Sometimes, municipalities start with a part-time recreation and parks professional and as job demands increase, expand it into a full-time position. If your municipality can afford it, hire a full-time recreation and parks professional from the beginning. More qualified candidates will apply for your job opening if it's a full-time position. Creating a full-time position will mean hiring someone who sees the job as his or her major time commitment. Part-time employees may leave your municipality if an offer of full-time employment comes along, leaving you with an employee turnover problem. Part-time employees may also have jobs elsewhere, which may limit the hours they're available to work.

Use the Same Hiring Procedures
Whether you're hiring full-time or part-time personnel, the steps you follow are basically the same. The information provided in this handbook applies to both. It also applies to unpaid volunteers.

Finding candidates with the necessary skills and abilities can be difficult. Special effort should be made to recruit individuals with recreation and parks degrees. Many colleges and universities, including 10 in Pennsylvania, offer degrees in recreation and parks that prepare individuals for administrative positions. Figure 1 contains a list of these Pennsylvania higher education institutions.

Figure 1
Pennsylvania Colleges and Universities Offering Degrees in Recreation and Parks

Butler County Community College - www.bc3.cc.pa.us/prm/
 California University of Pennsylvania - www.cup.edu
 East Stroudsburg University - www.esu.edu/recre/
 Lincoln University - www.lincoln.edu/hper/index.html
 Lock Haven University - www.lhup.edu/recreation/home.htm
 Messiah College - www.messiah.edu
 Pennsylvania State University - www.hhdev.psu.edu/rptm
 Slippery Rock University - <http://academics.sru.edu/pree>
 Temple University - www.temple.edu/sthm
 York College of Pennsylvania - www.ycp.edu

national certification plan in 1981 to ensure that individuals employed in the recreation and parks field meet high standards of performance.

Those with the CPRP credential have qualified by achieving any one of the following combinations of education and experience:

- A bachelor's degree from an NRPA-accredited program, verified by official transcript, and successful completion of the CPRP examination, a national exam that is designed to assess the core knowledge of job-related tasks common to entry-level professionals.
- A bachelor's or higher degree from a regionally accredited education institution, verified by official transcript, with a major in recreation, park resources and leisure services, no less than two years of full-time experience in a recreation and parks position following the degree, and successful completion of the CPRP examination.
- A bachelor's or higher degree from a regionally accredited education institution, verified by official transcript, with a major other than recreation, park resources and leisure services, no less than five years of full-time experience in a recreation and parks position following the degree, and successful completion of the CPRP examination.

Professional Certification

When hiring full-time recreation and parks personnel, look for candidates who are Certified Park and Recreation Professionals (CPRP). These people have met the nationally-established criteria to attain professional certification. This certification program is recognized nationwide and offers a guarantee to your municipality that the candidate has attained the level of education and experience to be considered a recreation and parks professional.

The National Recreation and Park Association (NRPA) instituted this

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.

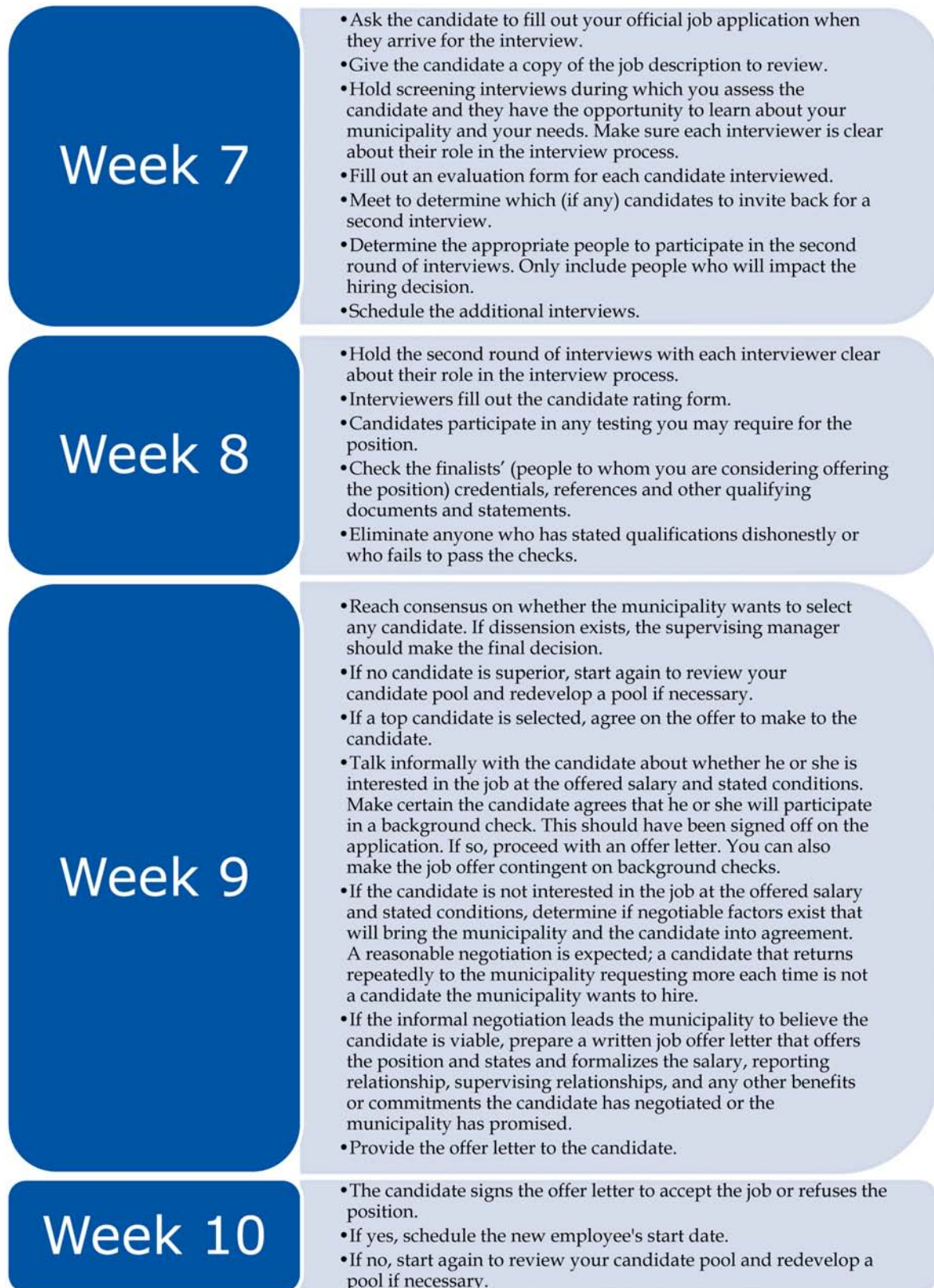
Developing a Hiring Checklist and Timetable

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

<p>Week 1</p>	<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.
<p>Week 2 & 3</p>	<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.
<p>Week 3 & 4</p>	<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.
<p>Week 5</p>	<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.
<p>Week 6</p>	<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



2

Recruiting the Best Candidates

Your first step is to decide who's going to be responsible for directing the recruitment and hiring process.

The governing body which includes elected municipal boards and policy-making recreation and parks commissions and authorities has responsibility for hiring employees. The governing body may and usually does decide to delegate most of the recruitment and selection process. This includes advertising, identifying and contacting potential applicants, reviewing resumes, choosing candidates to interview, conducting interviews, checking references and recommending a short list of finalists. Sometimes even the final selection and making the job offer is delegated. Some of the common ways to conduct the recruitment process include:

- A municipal manager is charged with the responsibility to employ all non-uniformed staff.
- A personnel committee coordinates the recruiting and hiring process.
- A search committee is formed which includes municipal representatives such as elected officials, recreation and parks board members or the municipal manager. Representatives from outside organizations such as the school district and non-profit groups that the recreation and parks professional will regularly work with may also be part of the search committee.

Involve Your Recreation and Parks Board

If your municipality has an advisory recreation and parks board, it's important to involve them in the hiring process, particularly for recreation and parks directors. Board members are familiar with a community's recreation and parks needs and can provide valuable insight into the skills needed for someone to be successful in the position.

Whoever is responsible for recruiting must be familiar with your municipality's needs and understand the duties and responsibilities of the position. The committee or individual should also understand proper hiring practices and be well prepared. Figure 3 lists items needed to begin your search process.

Figure 3 Items Needed to Start the Search Process

- Job description
- Job profile
- Time frame for completing the search
- List of meeting dates and interview dates
- Policy on incomplete or late applications
- List of committee member duties
- Format for finalist interviews
- The amount of funds available for candidates' travel

Getting the Word Out

When recruiting, you're not only looking for a large number of applicants. Attracting qualified candidates is more important than the number of applications. Utilizing many different recruiting methods will increase your chances of getting qualified applicants. The recruiting methods used will be influenced by your budget, your difficulty in finding job candidates, and how quickly you want to fill the position.

Writing a Job Advertisement

When creating your ad, there are things you'll want to say and things you don't want to say. Writing the job ad correctly increases your chance of getting the right person for the job. Follow these guidelines to make sure that your ad is well written. The same rules apply regardless of where you place your ad.

- Tell enough about the job so that those reading the ad can decide whether they're interested and qualified.
- Give the job title along with a brief description of duties. Use your job description.
- List the minimum education, experience and skill levels that are acceptable. If you're requiring CPRP certification, include that information.
- Specify that your municipality is an equal opportunity employer.
- Request a cover letter, resume, completed job application and contact information for three references from all applicants.

Residency Requirement

In some municipalities, it's a requirement of employment to live in the municipality. If this is the case, include this fact in your job advertisement.

Remember – writing it right saves you and applicants a lot of time and energy. They want to find the right job as much as you want to find the right employee. A clear, specific job ad goes a long way toward that end.

- See the Hiring Toolkit for Sample Job Advertisements -

Ways to Recruit Candidates

Recruiting options include:

Recruiting from Within – Current employees are already familiar with the way your municipality operates and will take much less time to train for the new position. Identify any potential in-house candidates and invite them to apply.

Newspaper Advertising – A newspaper classified ad is still a common way to advertise a job opening. If you have a budget big enough to handle only one ad, your best bet will be the Sunday newspaper. Classified ads are relatively low-cost considering the number of people they reach. Some major newspapers are putting their classified ads up on the Internet, so you may get more exposure.

Instead of a small classified ad, you can buy a larger block of space on the classified pages and run a display ad. Because it must compete with many other display ads, your ad must be well-designed. Display ads can be expensive; the bigger the ad is, the more it will cost.

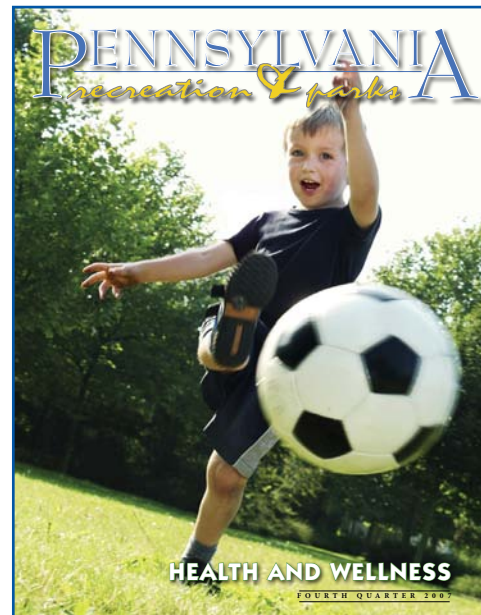
Personal Recruiting – Personal recruiting is another way to target potential candidates. Personal recruiting is just that – personally looking for, meeting with or contacting people you would like to hire. Everybody knows someone who needs a job. Referrals can come from colleagues, present employees and friends. Spread word-of-mouth information about the position availability to each employee so they can look for candidates in their networks of friends and associates. Encourage employees to gather business cards from potential candidates. Tap the networks of your social, board and academic connections. Ask them if they're aware of anyone meeting your qualifications. Use your contacts at other municipalities and association memberships to recruit candidates. Participate in recreation and parks conferences. Contact your county or neighboring municipal parks and recreation directors and ask for leads on people who might be good candidates. Once you've compiled a list of names, send letters advising these people of your opening and asking them to submit an application if they're interested. Treat recommended candidates the same way as the ones you get from other sources.

College and Universities – Many Pennsylvania colleges and universities offer four-year recreation and parks degree programs. If you have an entry-level position, they can be an excellent source to advertise your job opening. Send your job advertisement to the institutions and ask if they'll forward it on to recent graduates or those students who are soon to graduate. Email makes this easy to accomplish.

Trade Journals – Trade journals are good places to advertise when you're looking for a professional employee with

special skills or backgrounds. People working in local government recreation and parks usually belong to either or both of these professional organizations: the Pennsylvania Recreation and Park Society (PRPS) and the National Recreation and Park Association (NRPA). PRPS publishes a quarterly magazine and a monthly update newsletter for its members, while NRPA publishes a monthly magazine. If you have the time and money, consider a display ad in *Pennsylvania Recreation and Parks* or the national publication, *Parks and Recreation*. Targeting your advertising to sources that are in communication with recreation and parks professionals is likely to draw more qualified candidates than other recruiting methods.

The cost per reader for advertising in these journals may be relatively high but overall, the total cost of the ad is generally fairly low. One problem with trade journal advertising is the slow feedback time. Because these publications are published only monthly or quarterly, they aren't a good place to advertise for a position that needs to be filled in a hurry.



Electronic Posting – Electronic posting can be a valuable recruiting tool. Many municipalities advertise their jobs on the Internet. Advantages to online recruiting include:

- Broader audiences.
- Quicker response time because most people who read your ad online will respond electronically unless you specify otherwise.
- Potentially shorter hiring time.

Since recreation and parks is a professional field with specialized knowledge and skills, consider online job posting on websites of professional associations like PRPS. For details on how to advertise vacancies, visit the PRPS website at www.prps.org.

To extend your recruiting search, the states bordering Pennsylvania all have professional associations like PRPS that publicize position vacancies. The National Recreation and Park Association has an online job posting service as well. Its website is www.nrpa.org.

Try posting a notice on bulletin boards or forums where people who are qualified for your position might be located. Generally there's no charge for posting job openings other than what you pay for access to the service.

Lastly, use your municipality's website to recruit candidates for job openings.

Resume Databases – Resume databases are good places to look for candidates. The databases can contain thousands of resumes and are usually indexed by job categories, industries and geographical

regions. Sometimes there's a charge to look at these databases. NRPA has a resume database that can be reviewed by potential employers at no cost.

Measure Your Success

Keep a file of the recruiting methods you've tried, and note the number of responses and qualified applicants you received through each recruiting channel. The information will help you to recruit more quickly and effectively next time.

Recruiting Diverse Candidates

Our population in Pennsylvania is becoming increasingly diverse. To effectively meet citizen's recreation needs, municipalities must recruit, hire and retain staff who possess the attitude, competencies and qualities that enable them to work across differences. Service improves as a recreation and parks staff reflects the interests and needs of residents.

Rethink how you define "qualified." Often "qualified" means having the highest college degree and the most years of experience. Who wants to hire someone who is barely qualified when there is a better candidate? The problem with that is, for lots of historical and social reasons, it may be that women and members of minority groups are the ones with less experience and fewer degrees.

To increase the number of women and minority candidates, you need to expand your definition of "qualified." A candidate may not have the years of work experience you'd like, but his or her community

connections and volunteer experience may outweigh that. A candidate's college education may have been in a different field, but his or her skill set may be a very good match for your position.

Ask for Help

To recruit a more diverse pool of candidates, ask community, religious and neighborhood leaders to help identify potential applicants. Step up your recruiting efforts at colleges and universities with more diverse student populations.

Peer Consulting Help

PRPS offers a membership service that can help your municipality hire a recreation and parks director. It's called RecTAP, the Recreation and Parks Technical Assistance Program. RecTAP pairs your municipality with a peer consultant, an experienced professional who has extensive training and skills in providing public recreation and parks services. Your peer consultant will spend up to three days working with you. RecTAP grants are available until the pool of funds is depleted each calendar year. The earlier your application is received, the better the chance it has of being funded. Grants have a maximum value of \$1,500 with no matching funds required. Municipalities may apply by completing a simple application that can be downloaded from the PRPS website, www.prps.org. A copy of the application is included in the Appendix.

If you're considering hiring a shared recreation and parks professional with neighboring municipalities, the DCNR Bureau of Recreation and Conservation

Peer-to-Peer Technical Assistance Program can help. This community recreation and parks consulting service matches an experienced professional with your area. While a few communities have created multi-municipal recreation agencies on their own, most take advantage of this Peer-to-Peer program. The first step is to contact your DCNR Regional Recreation Advisor to discuss the project. The project application is easy to complete and DCNR considers applications at any time of year. Once a Peer project is completed and an intergovernmental agreement has been signed, DCNR will consider an application for a Circuit Rider grant to start a regional recreation agency by providing funds for the salary of a recreation and parks director. Circuit Rider grants fund 100 percent of a director's salary for the first year of employment. The amount reduces by 25 percent each year for four years. When the grant ends, the regional agency must fully cover the director's salary. Peer-to-Peer and Circuit Rider grant guidelines and applications are available online at www.dcnr.state.pa.us. See the Appendix for a list of DCNR regional offices.

Outsourcing Recruiting Activities

Some municipalities outsource recruiting functions instead of doing it themselves. While this can save time, it does cost money. In addition, you lose some personal involvement in the process. On the other hand, outsourcing relieves you of some of the more tedious functions of finding the right employee but leaves the ultimate decision — the hiring decision — to you.

Some agencies also perform selection functions in addition to recruitment.

Figure 4
Executive Search Services

- Meeting with the municipality to develop an understanding of its needs and the type of person it wants for the open position.
- Prior to beginning the work, written documentation of the position description, scope of services, search manager, timetable, fees, expenses and cancellation policy.
- Independent research by the search manager.
- Verbal and written reports on the progress of the search.
- Evaluation of potential candidates including: personal interviews by the search consultant, verification of credentials and assessment of the individual's strengths and weaknesses with respect to the position.
- Referral of appropriate candidates in writing for the municipality's review with discussions leading to the facilitation of interviews.
- Prior to final selection, comprehensive reference checking of candidates.
- Participation in the final negotiations to ensure that the municipality has the best opportunity to hire the selected candidate and a commitment to continue until that takes place.
- Follow up with the municipality and selected candidate after the start date to assist with integration of the candidate into the new job and the municipality's environment.

These agencies may determine applicant qualifications, interview applicants, verify credentials and check references. Figure 4 outlines the services performed by an executive search firm.

An executive search is a consulting engagement, not just a recruitment activity. Before selecting an agency, make a personal visit to determine the professional level of the staff and the selection methods that are used. Have an agency representative visit your municipality. The better an agency knows a municipality, the better service it can give.

Most reputable agencies work only with employer-paid fees. These fees vary. Sometimes they're a flat rate, but more commonly they're a percentage of the job's annual salary. This percentage can run as high as 30 percent of the first year's salary. A recruiting service that has the employer pay the fee, however, normally guarantees that the applicant will perform satisfactorily for a minimum period of time or they'll refund the fee.

What to Require from Applicants
Before advertising your position opening, consider what you'll require interested applicants to submit. Is an application form necessary or will you accept a resume? You should require both.

Requiring Applicants to Complete a Job Application Form

Applications are standardized forms that gather information from people that apply for jobs with your municipality.

Applications make sure that you get all of the information that you need and allow you to give applicants clear information about municipal requirements such as background checks. Applications also can contain release of information forms that give your municipality permission to check references. You can use an application as a substitute for accepting resumes, or in addition to resumes. Applications can be as simple or as detailed as you want to make them.

- See the Hiring Toolkit for a Sample Application Form Waiver -

Accepting Resumes

Resumes are completely applicant-driven. The applicants give you the information they want you to have, and that's all. The downside of using resumes to evaluate applicants is that each resume is different and gives different information. Some give too much information and some don't give enough, which makes it difficult to compare applicants.

The resume's flexible format also makes it difficult to determine exactly what applicants did in past jobs because they have the option of wording things in the most positive way and of leaving off things that might damage chances of employment. Resumes give applicants unlimited freedom to tell you whatever they want to about their past jobs. Some applicants may exaggerate, while others may be intentionally vague.

On the other hand, resumes are usually accompanied by a cover letter in which the applicant tells about his or her experience and background. You get a good idea about the applicant's writing abilities from a cover letter. Well-written letters and resumes give you a much clearer sense

of the applicant's qualifications than a standardized application.

It's a good idea to require both a resume and an application. That way you can gather all the information you need on the application in a standard format, and also get a good sense of the individual's personality from the resume and cover letter.

Get References Up Front

Get references when candidates submit their applications. That way, you can check references at any time.

What to Include in a Job Application Form

Here's a list of information to require and how to ask for it.

Personal Information

- Name - Ask for last, first, middle. If you ask if the applicant has ever been known by any other name, do so in the work experience section so the applicant understands that you need this information in order to perform accurate reference and record checks.
- Address - Ask for present and former addresses, plus how long the applicant has resided at each.
- Gender and Race - Ask only if you're required to do so for municipal hiring policies such as equal employment opportunity and affirmative action. Providing the information should be optional.

- Military Service - Ask for dates of military service, branch of service, experience and skills gained, but not type of discharge.
- Criminal Records - Since municipal jobs require significant contact with the public, you have a right and a responsibility to ask more detailed questions about the applicant's criminal record. Include a statement near the inquiry such as this:
"Conviction of a crime will not necessarily be a bar to employment. Factors such as age at the time of the offense, type of offense, completion of any sentence and the length of time since the offense will be taken into account in determining effect on suitability for employment."
- Education –
 - o Schools Attended - Ask for name, address, degrees. Don't ask for dates, even if it's for the purpose of reference-checking. It's too closely linked to age and could be a basis for an age discrimination lawsuit.
 - o Other Educational Experiences - This information can be valuable because it can tell you more about an applicant's skills than traditional academic information can.
- Work Experience - This is usually the most valuable information. Inquire about the present employer and the applicant's reason for wanting a new job. Can the present employer be contacted?

What is the applicant's present job and pay rate? Also ask about past employers, including names and addresses. Ask the applicant to describe jobs and pay rates as well as to provide the names of supervisors and reasons for leaving. This can give you a much clearer picture of the applicant's experience and the environment the person is used to working in. You can sometimes spot problems too, such as if the applicant has worked many places in a short time.

- Personal References - Ask for names and current contact information.
- How Did the Applicant Hear of the Job Opening? - Use this information to track your recruiting methods.

Statements and Signatures

Certain statements and information on a job application give applicants clear information about your municipality and what you expect as a potential employer.

Release of Information Form - To protect yourself and to inform the applicant of exactly what your reference checking plans are, ask the applicant to sign an information release form that gives you permission to check references.

Keep the original with the applicant's file and make copies to distribute with written letters and to fax to people who request it for phone reference checks.

Employment-at-Will Statement -

Application forms frequently include the statement that the applicant, if hired, will be subject to employment-at-will.

Employment-at-will means that the employee may leave at any time and that the employer may terminate the employee at any time, whether for cause or not. Employment-at-will statements are designed to make sure that you're not implying that an employment contract will be created, if you hire the applicant.

Include a disclaimer on application forms telling applicants that the application doesn't create an employment contract.

"I understand that, if hired, my employment would be "at-will" and could be terminated at any time by either party, with or without cause and with or without notice."

Those municipal employees hired under a local government civil service system or collective bargaining agreement would not be subject to employment-at-will.

False Information Statement - You may have a policy of terminating an employee if it's discovered that the employee made false statements on his or her resume or job application. A statement to that effect in the job application gives prospective employees notice that submission of false statements won't be tolerated and gives them incentive to fill out the form correctly.

"I certify that the statements I have made are true and correct to the best of my knowledge. I understand that the submission of any false information or the omission of any requested information in connection with my application for employment, whether on this document or not, may be cause for failure to hire or for immediate discharge should I be

employed."

Work Authorization Statement -

Although you can't discriminate on the basis of citizenship, proof of identity and work authorization are required of all employees by the Immigration Reform and Control Act.

To strengthen documentation of your compliance efforts – and to make sure that applicants understand what's required of them – include the following statement: "Applicants are required to furnish proof of identity and legal work authorization prior to hire."

Background Check Statement - To make candidates aware of your plans to check their backgrounds, include a statement that gives you permission to conduct background checks.

"As a condition of potential employment, I give my permission to _____ to conduct a background check on me, which may include a review of sex offender registries, child abuse, and driving and criminal history records. I understand that, if appointed, my position is conditional upon _____ receiving no inappropriate information on my background."

Confidentiality Statement - Take confidentiality seriously. If you tell your friend that someone from XYZ municipality applied for a job with you, and your friend tells someone that he knows at XYZ municipality in passing conversation, it could cause problems for your applicant. In a worst-case scenario, you could be sued for harming the applicant's employment or other relationships. A simple confidentiality statement that will calm an applicant's fears about sharing information is all that's necessary.

“All information will be kept strictly confidential.”

Work Rules - Some municipalities use the application to provide applicants with information about work rules. The application statement also provides an opportunity to have the applicant agree to abide by all work rules, if hired.

“If employed by _____, I agree to abide by its rules and regulations. I understand that _____ may unilaterally change or revise its benefits, policies and procedures and that such change may include a reduction in benefits.”

“I understand that _____ has a drug and alcohol policy that provides for pre-employment testing as well as testing after employment. I understand that consent to and compliance with the policy is a condition of my employment and that continued employment is based on the successful passing of testing under the policy.”

Signature and Date - Have the applicant sign and date the application. This documents that the applicant knew about all the policy statements included in your application.

- See the Hiring Toolkit for a Sample Job Application -

What Not to Ask in a Job Application

To avoid discrimination lawsuits, job applications should never contain questions that concern race, religion, age, sexual orientation, ethnic background, gender, marital status, disability or national origin.

Providing Information on the Job

Many potential candidates won't submit a resume unless they're satisfied the position is a good career move. Often, they'll seek additional information about the municipality and position. Prepare a basic packet to send to applicants if they request information that includes:

- Job description
- Job profile
- Municipal information including organizational structure, number of employees, park information, program brochures and budget data
- Information about the community
- Summary of employee benefits

This information can also be posted on your website.

Using Other Application Materials

You may want to ask for other application materials. For example, if the job involves desktop publishing skills, ask the applicants to provide copies of their work such as brochures, flyers and recreation program guides. If the job involves writing, ask for writing samples such as grant applications and annual reports.

3 Narrowing the Field

Once the word is out that you have a job opening, expect to get phone calls, resumes and even in-person visits. But what do you do once the calls, letters and people start coming in?

Acknowledging everyone who applies for a job with your municipality maintains good will and eliminates lots of calls from applicants who want to know if you received their application or resume. Send a simple letter or postcard to acknowledge resumes as you receive them.

- See the Hiring Toolkit for a Sample Application Acknowledgement Letter -

How to Screen Resumes

Some of the traditional ways to screen resumes are no longer as important as they once were. These include the quality of the stationery, the design of the resume and the envelope in which it arrived. Although they are still viable for mailed-in resumes, they are useless for electronic applications.

Other resume-screening techniques never go out of style, including the search for proper spelling and grammar.

Your quick, first skim of the resume gives an overall impression of your candidate's carefulness and attention to detail. Potential employees who make careless mistakes in application materials such as resumes don't warrant the attention that a more careful candidate deserves.

Assuming the candidate's resume passes an initial inspection, follow these steps for reviewing resumes.

Steps in Resume Review

Plan to separate the resumes into three groups: the "definites," candidates you really want to consider further; the "maybes," candidates who may have potential; and the "no's," candidates whose resumes show they're unqualified. If there's significant cross-over between the applicant's resume and your requirements, place the resume in your "definites" folder. Review the resumes against your job description and each other as follows:

- Read the cover letter. Look for correct spelling and grammar and the applicant's attention to detail. If you've requested a cover letter and one hasn't been sent, choose, or choose not, to continue your resume review at this point.
- Scan the resume to obtain an overall impression of the applicant.
- In your first skim, look for the easy-to-find qualifications. As an example, does the applicant have a college degree? If not and if this is a requirement, reject the resume and place it in your "no" pile.
- Read the description of what the candidate says they're looking for in their next job. Is the statement customized to your job or does it describe any job in the world?

- A statement such as, “I seek a challenging opportunity to utilize my skills with a progressive employer who will provide opportunities for growth,” doesn’t tell you much.
- Look for a summary description of qualifications and experience. If the candidate has taken the time and customized his or her summary for your job, this allows you to quickly find the characteristics you seek. These resumes quickly hit the “maybe” pile.
 - Review the most recent employers and the applicant’s stated experience, accomplishments and contributions. The applicant’s work experience is the most important item to look at. Applicants will usually list their present job first and recount jobs backwards chronologically. Find the “definites and maybes” by referring back to the job description to identify candidates that appear to have the required characteristics. Compare experience on resumes and factors such as:
 - o Has the applicant had experience working in a local government of comparable size?
 - o Has the applicant’s experience been comparable in size of budget and number of employees?
 - o What specific responsibilities has the applicant had, and what has the applicant accomplished?
 - o Does the applicant have experience working with citizen organizations?
 - Red flags in your resume review, that are unexplained on the resume or in the cover letter, include:
 - o Employment gaps.
 - o Evidence of decreasing responsibility.
 - o Evidence of a career that has reached a plateau or gone backwards.
 - o Short-term employment at several jobs.
 - o Multiple shifts in career path.
 - Look for a straightforward description of a person’s education. Some applicants may be working toward a degree but may represent themselves as already having the degree. Be sure you know which one is the case. Look for instances where applicants might have received training or education other than in a traditional academic setting, such as in past jobs.
- Using a written checklist of the qualifications and experience you’re looking for is helpful in your evaluation process.
- See the Hiring Toolkit for a Sample Applicant Screening Checklist -*

Veteran’s Preference
Consult with your municipal solicitor regarding current interpretation of the state Veteran’s Preference Act.

Screening Job Applicants by Telephone

If you're screening a lot of applicants, or if the applicant is from out of town, a phone interview can be a reasonable alternative and can save time. The drawback to phone interviews is obvious — you can't see the person's facial expressions or body language. But, on the positive side, it may keep your decision focused on the applicant's ability to do the job rather than on other factors.

If you do a phone interview, call the applicant (rather than having the applicant call you), especially if it's long distance. Schedule an interview phone call for no more than 30 minutes. Prior to placing the phone call, review the candidate's application materials and prepare your questions. See Chapter 5 for questions not to ask at this stage, to avoid discrimination lawsuits. Figure 5 outlines the steps in conducting a telephone screening interview.

- See the Hiring Toolkit for a Sample Telephone Screen Format -

Figure 5
Conducting the Telephone Screening Interview

- Describe how the interview will be conducted with the candidate.
- Ask questions pertaining to the resume (for example, questions about gaps in employment or change of professions).
- Ask why the person is interested in leaving his or her current position.
- Ask one or two technical questions about the job.
- Ask one or two questions that will help you determine the interviewee's "fit" with your municipality and this position.
- Ask follow-up questions as appropriate.
- Explain to the candidate the next step in the selection process.
- Thank the candidate for their time.

4 Choosing the Finalists

After you've narrowed the field to a smaller group, your next step is to select the finalists. The finalist group should be large enough to expose the persons doing the hiring to different personalities and backgrounds. The goal is to select a manageable number of applicants that look promising for an interview. The more you pick, the more time it will take. For most jobs, interviewing three to five candidates is a realistic number.

Written Experience Inventory Questions

To help choose those applicants to interview in person, some municipalities send candidates who've passed an initial screening a list of questions to respond to in writing. The responses will help you evaluate how well the candidate understands the nature of the job which he or she is applying for.

- See the Hiring Toolkit for a Sample Experience Inventory Form and Letter -

Conducting Reference Checks

Another method for selecting your group of finalists is to conduct reference checks. This allows you to verify information candidates provide about themselves before any time or money is wasted on interviewing them. Conducting reference checks provides added insight on an applicant's personal characteristics and past job performance.

Getting performance information from the applicant's former and current supervisors can be a delicate matter. Make sure the

candidate knows that you plan to check references. You don't need permission to contact former employers, but never contact the candidate's present employer or someone likely to talk to that employer without the candidate's permission. Most applicants would prefer that you contact their current employer after a conditional offer is made.

Written reference checks provide stronger documentation to prove you did your homework and allow you to send the former employer the signed release you've obtained from the applicant that permits them to give out information.

Calling is the preferred method to check references. It tends to be faster, less time-consuming and more revealing. Calling is a better way to check references than writing because people will sometimes tell you information that they don't want to put in writing. Extra detail can be revealed on the telephone through the speaker's tone and manner.

Why bother with checking references? Confirming applicant information is still the only way to verify the information you've received and helps to prevent unpleasant surprises after the person is hired. A properly-conducted reference check goes beyond verifying job data. It identifies information that will help predict success or failure on the job.

Check the References

Always check references before you offer a candidate a job. It's better to be safe now, than sorry later.

Checking Employment References

Former employers can be a valuable source of information regarding the work history of someone you're considering hiring. While some may refuse to provide any information, many will share their thoughts and opinions with you. Your goal when talking to a former employer is to obtain the maximum amount of relevant information in the minimum amount of time. Make sure the information you get agrees with what the applicant gave you.

Sometimes, the employer won't tell you anything more than "name, position held and dates of employment" information for fear that the former employee may sue them. If you run into that, offer to fax the job applicant's signed authorization to release information.

If the former supervisor won't tell you anything, record the fact that he or she refused to give any information about the applicant. You can also ask the job applicant for more information or to clear the way for you with the references he or she gave.

A recent (2005) state law protects employers from liability for disclosure of information regarding former or current employees. This protection is subject to specific exceptions, such as the bad faith of the employer or if disclosure was prohibited by law or contract.

Providing a fill-in-the-blank form makes it easier to obtain written references. Written employer references can give you the following types of information:

- Job titles
- Employment dates
- Rates of pay

- Nature of the tasks performed
- Work habits
- Whether they would hire the individual again, knowing what they know about him or her
- Number of sick leave days taken
- Whether the individual was subject to disciplinary action, and if so, why

- See the Hiring Toolkit for a Sample Previous Employer Written Reference Check Form -

When you check references, whatever you ask, be sure it's job-related. You don't want to be accused of discriminating against someone. Here are some tips for successful over-the-phone reference checks:

- Ask if this is a good time to talk and let them know how long you feel the phone call may last. Ten or 15 minutes is usually enough time.
- If it's not a convenient time, schedule a time for the reference check, and call back when you say you will. This gives the employer time to remember specific facts about the former employee or look up his or her file.
- Take good notes during the conversation.
- Sum up at the end and thank the reference for the information.

The sample phone script included in the Hiring Toolkit can be adapted to your needs. Don't be afraid to depart from your prepared script if the conversation takes a different turn. In that case, the script can serve as a checklist to record information and to make sure you ask everything you want to know about.

- See the Hiring Toolkit for a Sample Employment References Phone Script -

Checking Personal References

Many employers don't check personal references, even when they ask for them. There's a common perception that personal references are usually friends of the applicant, and that they won't give you any negative information, in the event that it exists, because they're friends.

Keep these pointers in mind when you ask for and check personal references:

- Consider it a red flag if the applicant has lived in the area for a considerable period of time but can't list any local references.
- Call rather than write. Like employment references, personal references are more likely to say things on the phone than they are to put them in writing.
- Have an information release signed by the applicant ready in case the reference requests it.
- Ask only job-related questions.

- See the Hiring Toolkit for a Sample Personal Reference Check Letter -

Documenting the Reference Check

Documenting the reference check helps you defend against any claims of negligent hiring by showing that you did the best job you could of making sure the applicant was fit for employment based on the information you had. No matter what, document whatever information you do get and note who gave it to you. Also note the information they wouldn't give you.

Create the following documents as you perform a reference check:

- A list of all references checked
- The name of the person who actually contacted the references
- How you contacted the references, by telephone or by letter
- Notes on all telephone conversations
- Name and job title of every person you spoke with
- A copy of any reference letter
- Copies of actual records received such as criminal history checks or driving records
- The fact that you made every reasonable effort to contact the reference listed but couldn't do so
- The fact that you did contact the reference given but couldn't get sufficient information from them

- See the Hiring Toolkit for a Sample Reference Check Documentation Form -

Checking Qualifications of Job Applicants

Because some people misrepresent their credentials on resumes and job applications, see if what the applicant says about his or her background is true by checking their qualifications. A lot of employers don't do any checking, and they often regret that decision. The applicant may not have the qualifications and background you want.

If you wait until a job offer has been made, include a statement in the offer letter that the offer is conditional upon a satisfactory check of the applicant's qualifications.

Checking Educational Records

Common problems are applicants saying they have 1) a degree they don't have, 2) graduated from a particular school when they may have only attended it for a short time or 3) a degree in one field when they really have a degree in another field.

Most colleges or universities will verify a job applicant's degree or dates of attendance, and many will do it over the phone. If an institution won't verify the applicant's information over the phone, send a letter requesting educational records with a copy of the applicant's signed release. In many cases, you can obtain a transcript if you follow the school's guidelines for releasing records. You can also pre-screen an applicant's education by asking him or her to produce copies of diplomas or certified copies of transcripts. Professional certification can be verified by contacting NRPA or PRPS or asking the candidate to present a copy of his or her current certification credentials.

- See the Hiring Toolkit for a Sample Educational Record Check Letter -

Checking Driving Records

Since your job opening will require driving a vehicle on municipal business, check the applicant's driving record. Driving record information including traffic violations and driving-related offenses is available from Pennsylvania Department of Transportation (PENNDOT) by completing a simple form.

While it may not matter that an applicant had a speeding ticket, a driving record check can reveal more serious offenses. If an applicant's license is suspended or expired, how can that applicant legally perform a job that requires driving?

- See the Hiring Toolkit for the Request for Driver Information Form -

Checking Criminal Records

Your employee will handle money, have master keys to facilities and have a great deal of contact with the public. Protect your municipality by doing a criminal background check.

A conviction history shouldn't automatically disqualify an applicant from employment. Evaluate applicants with misdemeanor and felony convictions on a case-by-case basis. Consider a variety of points such as the nature and gravity of the crime(s), the number and pattern of convictions, completion of any sentence including parole or probation, the length of time since the most recent conviction and restrictions placed by the court.

Criminal background checks are done by the Pennsylvania State Police and the Federal Bureau of Investigation. Have applicants sign a consent form for a criminal background check. Include this question on your consent form, "Have you ever been convicted of any crime?" If the individual answers 'no' and a conviction does appear, or if the applicant fails to self report any convictions, you may consider this falsification of information and reason to reject the applicant.

State Police criminal history clearances are processed online on the Pennsylvania Access to Criminal History website: <https://epatch.state.pa.us>. The State Police Megan's Law website, www.pameganslaw.state.pa.us, lists registered sex offenders. The United States Department of Justice maintains a national database of registered sex offenders: www.nsopr.gov. Search both of these websites as part of your background check process.

Do Nationwide Criminal History Checks

Often, the Pennsylvania State Police criminal history clearance process will not turn up convictions from other states. Spending the extra time and money to do a national criminal history check is important. Nationwide criminal history clearances are processed by the FBI at this website: www.cogentsystems.com. FBI clearances require the applicant to have fingerprints taken.

Drug Testing

Drug testing has become a hot issue as drug abuse becomes a more widespread problem. Pennsylvania law contains no general provision related to drug or alcohol testing. Requiring the successful passing of a drug test by your selected candidate is up to your municipality.

Timing of Reference and Background Checks

Even with a reduced number of candidates, reference and background checks can be time-consuming. If you don't conduct reference or background checks while you're selecting your finalists, it's essential that you do them before you select your final candidate.

If you have the funds to do so, the reference and background check process can be outsourced to a private agency.

Doing Internet Research

Another way to find out the kind of information on a candidate that may not come up in an interview is to do Internet research on them. Google can be used to do unofficial online background checks on job candidates. Applicants can also be looked up on social networking sites. Risque pictures aren't the only way a job applicant can be tripped up. Pictures of illegal drug use or heavy alcohol use could disqualify a candidate. Poor writing and bad grammar on Facebook profiles and in blog entries can raise a red flag about communication skills.

5 Interviewing the Finalists

Once you've gathered the information you need from applicants and reviewed it, you're ready to start making appointments to interview the most promising candidates.

By the time job applicants reach the selection interview, they should have already passed a careful evaluation of their education and experience and possess at least the minimum qualifications you're looking for.

The purpose of conducting interviews is to collect information on the applicant's job-related knowledge, skills and abilities to help you select the individual most likely to succeed on the job. The applicant is evaluated based upon the duties of the position, suitability to your municipality's needs and job performance expectations. The interview also allows you to give candidates information about the job and determine their level of interest in it.

The Goal of an Interview
Your goal during an interview is to learn as much as possible about a candidate. It is not to talk to the candidate to see if you like, click or connect with, or get a good feel from, him or her. You're trying to find out if he or she has the skills to do the job.

Most people believe that they're good judges of character. Just a short chat with a job applicant and they can tell you whether he or she is hardworking, honest, creative and loyal. Of course, it's not that easy.

Assessing applicants' qualifications by talking to them is a highly subjective method of choosing employees. But if interviewing is used in partnership with other screening methods, such as applications and background checking, it can be an extremely useful selection tool.

Don't Let Personality Overwhelm You

Sometimes the outgoing candidate will impress you with their interpersonal skills, while his or her answers may actually lack substance. In reality, another candidate may be a much better fit for the job, but is overlooked in favor of the candidate with a strong personality.

After choosing your finalists, contact each one to confirm their continued interest in the position. When contacted, provide finalists with general information about the upcoming interview, what to bring to the interview and your municipality's policy on reimbursement of interview-related expenses.

Once you've chosen your finalist group, send a letter to all other applicants to let them know they're no longer being considered for the position.

- See the Hiring Toolkit for a Sample Interview Selection Letter and Applicant Rejection Letter-

Planning for the Interview

Preparing beforehand is the key to a successful interview. Here are the steps to take:

- Decide who will conduct the interviews. If using a committee approach, brief members on the interviewing process, candidates that will be interviewed and the selection process to be used.
- Decide how many interviews will be needed. Will you conduct the first one and hold a second interview with your recreation and parks board?
- Decide where you'll hold the interviews. Arrange for a private place away from noise and other distractions.
- Decide which format of interview to conduct. Figure 6 explains the different interview formats.
- Decide what, if any, applicant travel expenses you'll reimburse. It's common practice to reimburse candidates by mileage and to pay for overnight stays for those who live too far away to travel back and forth in one day. If you're conducting a nationwide search, airfare will be an expense you'll need to cover for any candidates who don't live within driving distance.
- Review job and municipality information to provide to the candidates. Be prepared to answer salary questions with at least a salary range. For the interview, prepare a complete list of benefits such as medical coverage, pension, holidays and sick and vacation leave.
- Formulate questions you want each candidate to answer and develop an evaluation checklist. Examples of interview questions and candidate evaluation forms are included in this handbook.
- Arrange a tour of your municipality's park areas, recreation facilities and recreation programs for each candidate.
- Allow plenty of time for the interview and between each interview. It can take anywhere from 15 minutes to two hours or more. You don't want to rush. Make sure that you aren't interrupted during the interview.
- Study each candidate's resume or application in advance so you don't waste time during the interview. Decide if you need any additional information or clarification from any of the candidates. If you try questioning the candidate while reading the application, you'll miss important information.
- Study your job description. Compare each candidate's background with what you need. When the candidate arrives, have a feel for his or her background so that you don't have to constantly refer to the application or resume.
- Practice asking questions until it becomes natural. A nervous interviewer means a bad interview.

- Don't memorize questions or answers. Have an outline of questions on which you can take notes.

Figure 6
Choosing an Interview Format

Employment interviews may be highly structured, completely unstructured or somewhere in between.

Structured Interviews - In the structured interview, you prepare a list of questions ahead of time. You might use a standardized list for every applicant you talk to. Or you might prepare a particular list of questions for each applicant based on the candidate's application or resume. A selection interview that follows a standard outline produces more reliable information than an unstructured interview.

Unstructured Interviews - Some interviewers prefer an entirely unstructured "tell me all about yourself" style. This type of interview can bring out a wide variety of information about the applicant. Sometimes, however, it degenerates into a rambling conversation and you get no useful information.

Semi-Structured Interviews - Somewhere in between the two extremes is the semi-structured interview. You prepare some questions in advance so you're sure that certain subjects are covered. Then, you leave time for questions that come up during the course of the conversation. Candidates have the opportunity to elaborate where appropriate. It takes time to plan this type of interview, both in deciding which questions to ask each applicant and in developing skills to "ad lib" between the prepared questions.

Conducting the Interview

The face-to-face interview is a critical element of the recruitment process. If it's done correctly, it's an effective way to evaluate remaining candidates and decide which one is best suited for the job. If it's done incorrectly, the interview may result in the selection of a mediocre employee or may subject you to a lawsuit. The interviewing process described here provides guidance on what to do and what not to do.

Use an Evaluation Form

Using an evaluation form keeps you focused on assessing an individual's qualifications for your position and provides a method for comparing candidates.

- See the Hiring Toolkit for Sample Candidate Interview Evaluation Forms -

The Role of the Interviewer

There are distinct parts to an interview and each of them is important. Following these steps will help you get the most out of an interview. Your role as the interviewer includes:

- **Establishing Rapport** - An applicant's nervousness can hinder the flow of useful information. Set a tone for a friendly exchange of comments and allow communication to develop freely. Greet the applicant with a smile, handshake and a casual statement or two.

- **Explaining Purpose and Setting Agenda** - Let the applicant know the order of things to occur in the interview. This puts you in control of the interview. Outline the interview objectives and structure. For example, say "In the time we have, I'd like to..."
- **Describing the Job and Organization** - An interview is a two-way process. The applicant needs to know details about the position, your municipality, salary information, training opportunities and more to help them make an informed decision on accepting the position if it's offered. Provide them with a copy of the job description. After the applicants have answered your interview questions, give them information on what you're looking for. If you tell the applicants exactly what you're looking for first, they can adapt their answers to fit what they perceive as your needs.
- **Asking Effective Questions** - Ask open-ended "why," "how," "what," "describe," or "tell me about" questions. Always follow up a "yes" or "no" answer with an open-ended question. Ask applicants for examples from past work history that will reveal areas of knowledge, skills and abilities required for them to be successful on the job. Your purpose is to obtain a balanced picture of the applicant's qualifications and job motivation without prompting applicants to produce responses that they think you want to hear. To find out about an applicant's organizational skills, don't ask: "Are you organized?" Instead, ask: "Tell me about a time when your organizational skills made a project successful," or "How did you organize your work in your last job?" or "How did you handle the unexpected?" Use some questions that present candidates with a problem they might encounter on the job. For example: "Have you ever had to deal with an angry resident? How did you handle it?" Comparison questions ask candidates to compare two different situations, one of which is important to the job. For example, ask the candidate to compare working for a boss who has strong technical skills with working for one with strengths in managing and delegating the work of others. As the boss, you know where your strengths lie. The candidate's answer may help you assess how he or she will work with you.
- **Taking Notes** - Taking notes will help you to remember the details of the interview. If you do take notes, take them continuously so that you record the important points. You don't want to give the impression that you're only writing down negative information.
- **Gathering and Evaluating Information** - To interview effectively you must listen effectively. A common interviewing error is to concentrate exclusively on the questions you intend to ask. Your job is to listen, probe and evaluate job information that can predict future performance. Go beyond hearing the response and focus in on what was said. Verify specific

information from the resume. Listen carefully and evaluate the information you're obtaining. Follow-up questions may be needed to obtain additional information. If you don't understand something, ask about it.

- **Letting the Candidate Do the Talking** – Ask questions, sit back and listen while the candidate answers. Try to keep any comments or observations about the candidate's responses to a minimum. The candidate should talk 80 percent of the time; the interviewer should talk 20 percent of the time.
- **Staying in Control** – Occasionally, a candidate may be too talkative, try to steer you away from areas he or she doesn't want to discuss, or attempt to control the interview. In these situations it's best to remain courteous and stay in control. Inform talkative candidates of the amount of time remaining and that there are still several topics to cover. For dominating candidates, remind them that in the beginning of the interview you indicated there would be time for questions at the end of the interview.
- **Allowing the Applicant to Add Information and Ask Questions**- Provide the applicant an opportunity to summarize his

Compare Apples to Apples
Asking all candidates the same set of interview questions allows you to fairly evaluate the candidates' answers and makes for more even comparisons.

or her strengths and ask questions about the position.

- **Concluding the Interview** - Thank the applicant, outline what will happen next and give the applicant a date by which you'll make your decision. Encourage the candidate to call if he or she has additional questions.
- **Evaluating your Notes and Comparing Candidates** - Complete an evaluation form or firm up your notes, noting specific information about the candidate. Record your impressions. What are the candidate's weaknesses and strengths? Rate the candidate. Don't trust your memory to recall the interview details at a later point in time.

Don't Oversell the Position

No matter how impressed you are with a candidate, be realistic about the position. Remember, your objective is to hire the person that represents the best fit with the job and one who will stay in the position. Be frank about the drawbacks of the position – weekend or evening work, lack of municipal funding and so on.

In addition to the knowledge base, years of experience and educational credentials you're requiring for your recreation and parks positions, there are common characteristics and skills to look for while interviewing your candidates. Figure 7 outlines some of the important qualities and abilities of successful recreation and parks professionals.

Figure 7
Qualities and Skills to Look for in a
Recreation and Parks Professional

- Likes and enjoys people, comfortable talking with anyone, friendly
- Confident public speaker
- Excellent writing skills
- Collaborative team player
- Strong negotiation and conflict resolution skills
- Self-motivated, task-oriented and organized
- Results-oriented, can juggle multiple projects and get things done on time
- Positive attitude and outlook on life
- Empathetic, can see things from other's point of view
- Handles a fast-paced environment, pressures and deadlines well
- Networking skills
- Exercises mature judgment when evaluating situations and making decisions
- Possesses the personality traits of honesty, integrity, initiative, tactfulness, flexibility and self-confidence

Developing Interview Questions

The goal of the interview is to extract behavior-based information about the candidate that will help you predict future performance. Ask competency-based questions that allow the candidate to demonstrate desired knowledge or competencies through examples. To get the candidate to describe a time when he or she demonstrated competency, ask questions such as, "Give me an example when (fill in competency)", "Demonstrate when you _____", "Tell me about

a time when _____", or "Describe a situation where _____."

To develop interview questions, pull two or three critical responsibilities out of the job description for the position. These are the things a person in the position needs to accomplish. Then, for each of the critical responsibilities, develop two or three specific competencies. These would be those behaviors, skills, abilities and knowledge areas candidates would need to successfully get the job done.

Develop a question for each of the competencies you've identified. Be sure to ask what the candidate *did* do, not what he or she would do. For example, managing people is a critical responsibility for a recreation and parks director. Three desired competencies would be the ability to resolve conflict between employees, the ability to assess employee performance, and the ability to improve employee performance through coaching. An interview question would be "Describe a situation where you resolved conflict between two employees."

Try to get the candidate to tell you a story by asking probing questions as they talk. It gets harder and harder to make things up as the candidate tells you the detail of the story. Listen carefully to the candidate's response to your initial question. Then ask follow-up questions that will allow you to determine whether the candidate demonstrated the specific behaviors you're looking for. Use probing questions such as:

- How did you accomplish that?
- What was your role?
- What did you do next?
- How did you make sure that...?

- See the Hiring Toolkit for a Sample Developing Interview Questions Worksheet -

Personality and character are also important to determine from an interview. Ask questions that key in on interpersonal traits such as cooperativeness, empathy, self-confidence and tactfulness. Questions to use include: "How _____ would you say you are?", "How do others describe you in terms of being _____?", or "We all like to think of ourselves as _____. What can you say about that quality in you?"

Asking candidates how they would handle various situations can help to reveal personality and character. For example, ask candidates to give you an example of a situation:

- Where they chose to be collaborative with others when they could have done it alone.
- Where they inspired co-workers to raise their level of performance.
- Where their self-confidence permitted them to take an action they otherwise would have avoided.
- Where tact pulled them back for the sake of acting diplomatically.
- Where they demonstrated empathy by the way they handled a group of people involved in a situation.

One of the most important questions to ask is "What do you know about the position, our municipality, our programs...?" The candidate's answer will reveal if they've done any background research into the position and municipality and if they're aware of some of the current challenges facing you. At the end of the interview, always ask

candidates "Is there anything else you'd like to tell me that I didn't get the chance to ask you about?"

Don't ask low-value questions. Answers to questions such as these don't help predict the success of a candidate in a position:

- Where do you see yourself in five years?
- What are you most proud of?
- In which environment are you most productive?
- Why do you want to work for us?
- Why do you feel you are qualified for this position?
- What qualities do you like to see in a manager?

- See the Hiring Toolkit for Sample Interview Questions -

Questions Not to Ask

Employment interviews have traditionally been instruments for eliminating unqualified persons from consideration for employment. They have also, unfortunately, sometimes been used in such a way as to restrict or deny employment opportunities for women and members of minority groups. In seeking information from a job applicant, ask yourself:

- Will the answer to this question, if used in making a selection, have an inequitable effect in screening out minorities or members of one sex?
- Is this information really needed to judge an applicant's competence or qualifications for the job?

Basically, stay away from any question that concerns race, religion, age, sexual orientation, ethnic background, gender, marital status, disability or national origin.

If it has nothing to do with the job, don't ask. Don't make any notes during the interview about how an applicant looks even if it's just to remember who's who. Don't make any notes about gender, race, religion, color or age. Your notes may be used as evidence if someone files an unfair hiring practice lawsuit against you. Some questions may seem like small talk to you. It doesn't matter. Don't ask them. Be on guard even when you're chatting informally. Stick with conversations about the weather and other neutral topics. Figure 8 lists questions that could be considered discriminatory and shouldn't be asked.

Figure 8
Questions to Avoid

1. Are you married?
2. What is that accent you have?
3. Where is your spouse from?
4. Are you engaged?
5. Do you have children?
6. How old are your children?
7. Where are you from?
8. What is your race or ethnic heritage?
9. What church do you attend?
10. How old are you?
11. When did you graduate from high school?
12. Are you a U.S. citizen?
13. Where were you born?
14. What is your birth date?
15. Do you have a disability?
16. What is your spouse's name?
17. What does your spouse do for a living?
18. Are you comfortable working for a female boss?
19. How long do you plan to work until you retire?
20. Have you experienced any serious illnesses in the past year?
21. What is your maiden name?
22. Do you have child care arrangements?
23. What is your religion?
24. Will you need time off for any religious holidays?

Figure 9 provides examples of the correct way to ask about certain subjects. If asked of one candidate, ask them of all candidates. Table 1 lists questions, by subject area, that violate equal employment opportunity law along with the questions that are acceptable to ask.

Figure 9
Acceptable Alternative
Questions

1. Do you have any responsibilities that conflict with the job's attendance or travel requirements?
2. Are you able to work in the United States on an unrestricted basis?
3. Are you able to perform the duties on the job description with or without reasonable accommodations?
4. Have you ever been convicted of a felony crime?
5. If hired, can you provide proof that you are at least 18 years of age?
6. Do you have any conflicts that would prevent you from working the schedule discussed?
7. What languages do you speak or write fluently?
8. Have you worked under any other professional name or nickname?
9. Do you have any relatives currently working for this municipality?
10. Would anything prohibit you from making a long-term commitment to the position and the municipality?

Table 1 Off-Target and On-Target Interview Questions	
Off-Target (Questions that must be avoided)	On-Target (Permissible questions)
Name	Name
<p>To inquire about the name that would indicate the applicant's lineage, ancestry, national origin or descent.</p> <p>To ask if a woman is a Miss, Mrs. or Ms.</p> <p>To request applicant to provide maiden name.</p>	<p>To inquire about whether an applicant's work records are under another name, for purposes of access to these records: "Have you worked for _____ under a different name?"</p>
National Origin/Citizenship	National Origin/Citizenship
<p>To ask for date of citizenship or whether applicant is native-born or naturalized citizen: "Are you a US citizen?"</p> <p>Inquiry directly or indirectly indicating race, color or national origin: "Of what country are you a citizen?"</p> <p>To ask whether parents or spouse is native-born or naturalized: "Where were you/your parents born?"</p> <p>Before hiring: to require proof of citizenship.</p>	<p>To ask whether ALL applicants are legally permitted to work in the United States. (Statement that if hired applicant may be required to provide proof of citizenship.)</p> <p>"What languages do you read, speak or write fluently?" (This question is fine, as long as this ability is relevant to the performance of the job.)</p> <p>To ask applicant to fill out applicant information card for Affirmative Action plan statistics. After hiring: to ask race and/or national origin for Affirmative Action plan statistics. This information should only be asked if relevant to municipal hiring policies. Providing the information should be optional.</p>
Birthplace	Birthplace
<p>To inquire about birthplace of applicant, applicant's parents, spouse or relative.</p>	
Age	Age
<p>To ask age or age group of applicant: "How old are you?"</p> <p>"When did you graduate from high school/college?"</p> <p>"When is your birthday?"</p> <p>Before hiring: to request birth certificate.</p>	<p>To inquire about whether the applicant meets the minimum age requirement as set by law.</p> <p>"If hired, can you furnish proof of age?"</p>
Sex/Gender/Sexual Orientation	Sex/Gender/Sexual Orientation
<p>To make inquiry which would indicate sex/gender of the applicant.</p> <p>To ask about sexual preference.</p>	<p>After hiring: to ask gender for Affirmative Action plan statistics.</p>

Table 1
Off-Target and On-Target Interview Questions

Off-Target (Questions that must be avoided)	On-Target (Permissible questions)
<p align="center">Marital/Parental/Family Status</p> <p>Before hiring: to ask marital status: "What's your marital status (married, single, divorced, engaged)?"</p> <p>To ask the number and/or age of children, who cares for them, and of applicant's plans to have children.</p> <p>"Whom do you live with?"</p> <p>"Do you plan to have a family? When?"</p> <p>"How many kids do you have?"</p> <p>"What are your childcare arrangements?"</p>	<p align="center">Marital/Parental/Family Status</p> <p>To inquire about whether an applicant can meet specified work schedules or has activities, commitments and responsibilities that may hinder the meeting or work attendance requirements: "This job requires overtime occasionally. Would you be able and willing to work overtime as necessary?" (This question is fine as long as ALL applicants for the job are asked consistently).</p> <p>"Would you be willing to relocate as necessary?"</p> <p>After hiring: to ask marital and parental status for insurance and tax purposes and to ask name, relationship and address of person to be notified in case of emergency.</p>
<p align="center">Address or Duration of Residence</p> <p>To request place and length of current and previous address.</p> <p>Specific inquiry into foreign addresses that would indicate national origin.</p> <p>To ask names and relationship of persons with whom applicant resides.</p> <p>To ask whether applicant owns or rents home.</p>	<p align="center">Address or Duration of Residence</p> <p>To ask applicant's address, phone number and/or how she or he can be reached.</p>
<p align="center">Education</p> <p>To ask the racial or religious affiliation of schools attended.</p> <p>To ask how foreign language ability was acquired.</p>	<p align="center">Education</p> <p>To ask whether the applicant has the academic, professional or vocational training required for the job and to ask which institution provided it.</p> <p>To ask about language skills such as reading and writing foreign languages, if job related.</p>
<p align="center">Work Schedule</p> <p>To ask about willingness to work any particular religious holiday.</p>	<p align="center">Work Schedule</p> <p>To ask about willingness to work required work schedule.</p>
<p align="center">Religion/Creed</p> <p>To ask an applicant's religion or religious customs (church, parish, pastor or religious holidays observed).</p> <p>To request recommendation from church officials.</p>	<p align="center">Religion/Creed</p>
<p align="center">Organizations/Affiliations</p> <p>To request listings of all clubs and organizations to which the applicant belongs (or has belonged). Such information could indicate through the name, the race, religion, color or ancestry of the membership: "To what clubs or social organizations do you belong?"</p>	<p align="center">Organizations/Affiliations</p> <p>To inquire about professional organizations, union memberships and any offices held: "Do you belong to any professional or trade groups or other organizations that you consider relevant to your ability to perform this job?"</p>

Table 1
Off-Target and On-Target Interview Questions

Off-Target (Questions that must be avoided)	On-Target (Permissible questions)
Personal/Physical Data	Personal/Physical Data
To ask height and weight, impairment or other non-performance related physical data: "How tall are you?" "How much do you weigh?"	To require proof of ability to do manual labor, lifting and written physical requirements necessary for the job: "Are you able to lift a 50 pound weight and carry it 100 yards, as that is part of the job?" (Questions about height and weight are not acceptable unless minimum standards are essential to the safe performance of the job).
Disabilities	Disabilities
Before hiring: to initiate questions regarding the specific accommodation needed. To inquire if job applicant is handicapped or ask about nature and severity of handicap: "Do you have any disability?" "Have you had any operation or recent/past illnesses?" "How is you and your family's health?" "When did you lose your eyesight?"	To ask whether the applicant is capable of performing the essential functions of the job with reasonable accommodation: "Are you able to perform the essential functions of this job with or without reasonable accommodation?" Note: This question may be asked after the interviewer thoroughly described the job and if ALL applicants are going to be asked in a consistent manner whether they are able to carry out all the necessary job assignments and perform them in a safe way. (Reasonable accommodation includes alteration of duties, alteration of physical setting and provision of aids).
Criminal Record	Criminal Record
Any inquiry relating to arrests if not substantially related to functions and responsibilities of the particular job in question. "Have you ever been arrested?"	To ask about convictions if the reason for the inquiry is a business necessity. (A conviction is a court ruling where a party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer questions about the alleged crime). "Have you ever been convicted of ___?"
Military Service	Military Service
To inquire about the type of discharge. "If you've been in the military, were you honorably discharged?" To request military service records. To ask about military service in armed service of any other country.	To inquire into which service in the US Armed Forces: "In what branch of the Armed Forces did you serve?" To ask about branch of service, rank attained and any job-related experience: "What type of training or education did you receive in the military?"
References	References
To request references specifically from clergy or any other persons who might reflect race, color, religion, sex or national origin, age, disability or marital status.	To request general and work references not relating to race, color, religion, sex or national or ethnic origin, age, disability or marital status.
Photographs	Photographs
Before hiring: to request photographs.	After hiring: to require photographs for identification purposes.

Source: U.S. Equal Employment Opportunity Commission

Other Interview Activities

To help minimize the risk of making an unsuccessful hire, expand the interview to include other activities within the same day. The following types of exercises and activities can be included:

Graphic Resume – Candidates depict their resume information in graphic form on a large sheet of paper without using any text. Each candidate has 10 minutes to draw and five minutes to present their graphic resume. This exercise is a good ice breaker and reveals a candidate’s creativity, personality and sense of humor.

- See the Hiring Toolkit for a Sample Graphic Resume Presentation Exercise -

In-Basket Exercises – This task asks candidates to respond to a “real world” problem. The candidate is given some background information about a particular situation and asked to prepare a written response. Candidates are provided with a computer and a time limit. Exercises like this measure a candidate’s knowledge of common challenges and solutions to issues that may occur in the position and his or her ability to communicate in writing under a time constraint. Written exercises may also be mailed to finalists in advance, for them to complete and return prior to the interview. Other approaches are asking applicants to write a news release to promote a recreation program or a memo to justify the need for additional budget funds.

- See the Hiring Toolkit for a Sample Pre-Interview Written Exercise and Day-of-Interview Written Exercise -

Site Visits – The candidate is escorted on a tour of the municipality’s parks and recreation facilities by a staff member. This more informal setting often reveals a candidate’s knowledge of the municipality and how a candidate would behave with staff on a day-to-day basis.

Social Functions – A candidate may be invited to interact with board members or community leaders at a reception or dinner function. This assesses a candidate’s ability to interact with the public in a social setting.

Panel Interview – The candidate interviews with three or more people who ask the same series of competency-based questions the same way to each candidate. This process allows more than one person to assess candidate responses and evaluate candidate competencies. It makes listening and taking notes easier. It also reveals a candidate’s ability to interact in a group setting. Panel members can be board or staff members, other municipal department heads, program participants, park users or community group representatives.

- See the Hiring Toolkit for a Sample Interview Panelist Letter, Interview Panelist Guidelines and Written Exercise Notes Page -

Final Interviews

Interview your top two or three finalists a second time. These will be more in-depth sessions, since now the applicants have more information about the position and your municipality. You also have more information about the candidates from a variety of sources. Direct your questions in this final interview to filling in the gaps – potential problems, weaknesses or concerns you may have uncovered;

answering the candidate's questions, and taking a second look at each other. Give candidates the opportunity to ask questions about compensation, benefits, work environment, political climate and so on.

Interviewing Mistakes

These are the top mistakes to avoid during your interviewing process.

Not Pre-Screening Candidates - A half-hour phone call can save hours of your time. You can discover whether the candidate has the knowledge and experience you need or screen out applicants who expect a salary that's out of your league.

Failing to Prepare the Interviewers - Interviewers need to meet in advance and create a plan. Who is responsible for which types of questions? What aspect of the candidate's credentials is each person assessing?

Relying on Only the Interview to Evaluate Candidates - During an interview, candidates tell you what they think you want to hear because they want to successfully obtain a job offer. Successful employers develop several methods for evaluating candidates in addition to the interview.

Doing Nothing but Talk during an Interview - Every interview needs to have components other than questions, answers and discussion. Walk the candidate through your municipal offices. Ask about his or her experience during the walk. Use a problem-solving exercise that's directly related to the position for which the individual is interviewing.

Evaluating Personality, Not Job Skills and Experience - It would be nice for you to like everyone at work. But, this is much less important than recruiting the strongest, smartest, best candidates you can find. People tend to hire people who are similar to themselves. You need diverse people with diverse personalities to deal with diverse employees and residents. Think about the resident that drives you crazy. Isn't it likely that a new employee with a similar personality would have the same problem? Likewise, hiring a candidate because you liked him or her as the main qualification ignores your need for particular skills and experience.

Failing to Differentiate the Critical Job Skills - How do you differentiate one candidate from another? Everyone has a "wish list" for the qualities, skills, personality factors, experience and interests you want to see in your selected employee. Decide on the skills you most desire in your candidate. What are the three to four most critical factors for contribution and success given the job, the skills of your other employees and the needs of your residents? Once you have identified these, don't settle on a candidate that doesn't bring these to your municipality.

Developing a Small Candidate Pool - Take the time to build a candidate pool with several people who meet the needs of your municipality. If you don't have to make a choice among several qualified candidates, your pool is too small. Don't settle for someone if you don't have the right person with the skills and experience you need. It's better to reopen your search.

6

Selecting the Right Person for the Job

After interviewing candidates, your goal is to make a careful hiring decision. You'll have to decide which candidate comes closest to your selection criteria.

Making the Decision

Write up your notes immediately after the interview and include all relevant answers and details. This is useful both for decision-making and providing feedback to the candidates.

Use a structured scoring system, rating candidates against your selection criteria. This allows you to compare a candidate's score with your ideal score. If you use a less formal system for comparing candidates, try to make your assessments on an equal basis.

Develop an assessment sheet showing the reasons for making offers, putting candidates on hold or rejecting them. Relate your reasons to your selection criteria, interview questions and, if applicable, the results of other tests or assessments. Decide on second and third choices if possible, in case your first choice refuses the job offer.

Here are suggested key areas to consider for each candidate:

- **Competence:** Does the candidate have the core skills to perform well?
- **Experience:** Does the candidate have the needed experience to succeed on the job?

- **Interpersonal Skills:** Can the candidate get along well with other employees?
- **Adaptability:** How has the candidate dealt with change?
- **Focus:** Does the candidate have purpose, direction and goals?
- **Initiative:** Will the candidate take action?
- **Attitude:** Does the candidate project an optimistic, positive and professional self-image?
- **Commitment:** Does the candidate have the desire, willingness and motivation to accomplish tasks?
- **Service Orientation:** Does the candidate possess exceptional people skills? Is the candidate motivated to satisfy people?
- **Problem Solving:** Does the candidate have the ability to solve problems with effortlessness and timeliness?
- **Integrity:** Will the candidate be honest and trustworthy?

- See the Hiring Toolkit for Measurable Dimension Definitions to Evaluate Candidates and a Sample Interview Ranking Form -

Let all unsuccessful candidates know that they haven't been selected as soon

as possible. Let all applicants know if the decision is delayed, perhaps because you're waiting for your first choice to respond.

Be prepared to give positive feedback to unsuccessful candidates on any aspects where they could do better the next time they interview for a position.

Don't Settle for Less Than You Want
Sometimes municipalities can't find the right person for the job. Settling for someone you have doubts about is a mistake you will regret. Consider your alternatives: hire someone on a temporary basis, re-advertise the position at a higher salary or restructure the job. If you're not comfortable offering the job to any of the other finalists, begin the entire process again.

Making the Offer

Now you're ready to make a job offer to your top candidate.

A job offer may be made orally, either in person or over the phone, or in writing. Doing it over the phone gets you a quicker answer to the offer. Also, your chosen applicant doesn't get snapped up by some other employer while your written offer is still in the mail. When a job offer is extended, salary may need to be negotiated before the applicant will accept.

No matter what the form of the job offer is, don't make promises or statements that can be seen as promises, that you can't or don't intend to keep. Those statements can sometimes lead to an expensive lawsuit if you later decide to terminate the employee.

Job-Offer Letter Tips

Formalize the details that have been agreed upon in an in-person or phone conversation job offer in writing. Include important information such as the start date for employment, job title and details about responsibilities, job location and starting salary. Figure 10 outlines the elements to include in a job-offer letter.

Figure 10
Job-Offer Letter Elements

- Job title
- Name of the person to whom the job is offered
- Date employment starts
- Whether a probationary period applies
- Action required by the candidate including the date by which the applicant must respond to your job offer, so you can move on to the next candidate if your first choice doesn't accept
- The terms and conditions of employment, including salary and benefits.
- Details of relocation assistance, if applicable
- For positions requiring background checks, a statement indicating that the offer is contingent upon a successful review
- For any requirements stated in the posting such as certification where proof is to be provided, a statement indicating what's required and when it's to be submitted

A written job offer eliminates misunderstandings and clarifies important details. Use this opportunity to make the applicant feel positive about employment with you.

As you write the letter, be thorough, but concise. Omit irrelevant details and communicate the facts. Make sure that the information is clear and complete so that you don't have to answer a lot of questions later.

Ask the candidate to send you a signed copy of the offer letter. This establishes the terms on which the job offer was made in case of any disputes.

- See the Hiring Toolkit for a Sample Job-Offer Letter -

A Conditional Offer

Job offers can be conditioned on candidates meeting certain conditions based on your pre-employment checks, such as:

- Passing a medical examination. Use of the results of a post-offer medical examination in making hiring decisions is very tricky under the ADA. A decision not to hire an applicant because of such results must be job-related and justified by business necessity. In addition, depending on the situation, the municipality must provide reasonable accommodation for an applicant's disability. It may be worthwhile to consult legal counsel in these cases.
- Passing a criminal record check.

- Providing appropriate evidence of their eligibility to be employed in the United States.
- Providing proof of professional certification.
- Providing suitable references.
- Completing a probationary period.

Withdrawing a Job Offer

Employers can withdraw job offers subject to items such as criminal records checks where the results are less than expected. If an applicant starts work before you've received the results, make it clear that the offer may be withdrawn if the background checks prove unsatisfactory. Have them sign a disclosure statement that they're aware of this condition.

Notifying Unsuccessful Interviewees

After your selected candidate has accepted the position, send letters out to everyone who interviewed to notify them that they didn't get the job. You can notify the unsuccessful applicants by e-mail or letter. Copy yourself on e-mail notifications to document the date you sent them.

- See the Hiring Toolkit for a Sample Unsuccessful Interviewee Letter -

7

After-Hiring Details

The interviewing is done; the negotiations are completed. Your new employee is ready to start work. Make an official announcement of your new employee's hiring. This may be a memo to municipal officials and staff, a news release to the local media or a write-up in your municipal newsletter.

The next step is to get him or her properly oriented and trained. Orienting a new employee takes time. There are people to meet, procedures to understand, park areas and recreation programs to visit. Your new employee will need an opportunity to ask questions, a chance to read files and the time for formal and informal discussions with participants, board members, staff and volunteers.

During the first week, payroll forms get completed, keys and security codes are issued and your new employee is enrolled in benefit programs. It's helpful to have a written checklist that lists all of the paperwork and password details to take care of.

In addition, using a checklist of the orientation items to cover with your new employee will help to ensure that nothing is left out. Staff is introduced and a tour of the offices and community facilities is taken. Important policies and procedures are reviewed.

- See the Hiring Toolkit for a Sample New Hire Checklist and New Employee Orientation Checklist-

Spelling Out Expectations

An employee handbook is an important communications tool. It documents and clarifies the municipality's expectations of its employees on issues such as performance, work hours and work rules.

Employees want to be successful; they're eager to know what's expected of them and how they can improve. If you have a performance evaluation system, explain how it works and what standards you'll use to evaluate performance.

A word of caution: Statements made in employee handbooks have been considered by courts to create implied contracts giving employees certain rights. For example, an employee handbook might impliedly promise that employees will be fired only under certain circumstances. Employee handbooks should contain appropriate disclaimers.

Probationary Periods

Many municipalities hire staff for a probationary period, which gives them a chance to see how the person works out and to provide close supervision. A probationary period provides a framework for 1) identifying and sorting out any difficulties which may occur in the performance of the job and 2) early termination of employment if such difficulties aren't resolvable during this period. Probation is normally for a six-month period.

The probationary period is a time when your new employee becomes familiar with the basic requirements and expectations for the job. It's also the time for supervisors to assess the employee's skills and determine if his or her job performance meets the expected standards. A review takes place near the end of the probationary period to determine whether to continue employment.

If during the probationary period you find that you didn't make a good choice, don't continue the person's employment. It's better to admit your mistake and start your hiring process over than to allow the person to become a permanent employee if the fit isn't right.

Regardless of whether your municipality uses probationary periods for new employees, employment is still at-will and may be terminated by the municipality at any time.

Supporting Professional Development

To raise the professional standards of your municipal recreation and parks department, your staff needs to continue to learn. Membership in organizations such as PRPS and NRPA help in their personal development and professional growth.

Professional development plays a key role in preparing your municipal recreation and parks staff for their roles and responsibilities and increasing their understanding and knowledge of how to handle the issues that face them daily. Involvement in professional organizations makes it easier for your staff to get to know fellow professionals and share knowledge, experience and best practices.

State and national workshops and conferences are forums where the recreation and parks community comes together to exchange ideas and information. Professionals looking to maintain certification levels can earn the Continuing Education Units (CEUs) they need by attending. Professional activities like making presentations, working on task force committees and serving in elected and appointed positions provide valuable networking and learning opportunities.

NRPA's online research database provides easy access to thousands of abstracts and publication listings pertaining to recreation and parks. Existing national initiatives with organizations such as the United States Tennis Association and the National Football League provide programs and resources for your community and increase awareness of the importance of recreation and parks. The National Certification Plan for recreation and parks professionals is administered by NRPA.

PRPS is the leading state source for educational opportunities in the recreation and parks profession. It is Pennsylvania's largest advocate for recreation and parks, helping to protect and promote the profession at all levels of government. Members have access to continuing education programs, workshops and seminars on a wide range of topics. The network of peer support helps members solve problems and tackle issues. The Society's 1,800-plus members include recreation and parks professionals working for local government and recreation and parks advisory board members. Three special interest branches, Community Recreation and Parks, Aquatics, and Park Resources, offer programs tailored to local government.

The PRPS quarterly magazine, *Pennsylvania Recreation and Parks*, and the e-newsletter, *PRPS Update*, provide information on issues facing the profession, grant opportunities, innovative programs, and products and resources. A comprehensive membership directory lists contact information for all members, state and federal agencies, colleges and universities, and municipal recreation and parks agencies.

PRPS provides updates to members on standards, regulations and requirements that impact local government such as lifeguard regulations, playground safety standards and state grant application requirements. PRPS also offers programs that provide specialty certification such as the National Playground Safety Inspector Certification Course. See the Appendix for a PRPS membership application.

Final Thoughts

It's important to keep your hiring process moving forward once you've started it. Often, candidates have multiple applications out at the same time. If your process moves too slowly, you may lose the person you'd like to hire to someone else.

For municipal recreation and parks positions, finding the best candidate is a two-way street. Candidates will evaluate your municipality just as you will assess their potential. Following steps like those outlined in this handbook provides candidates with a positive impression of your municipality. This is an important issue for recreation and parks positions since the salary may be less than ideal. You may have to do a "selling job" to the candidate of your choice. Make an extra effort to be professional in your actions. That extra effort may become the deciding factor for whether your best candidate accepts your job offer.

The character, skills and abilities of your municipal recreation and parks personnel will directly affect the quality of recreation opportunities that are provided for your citizens. Recreation and parks is a hands-on, service-oriented field. The best recreation and parks professionals are those who have vision and can also get things done – those who can take ideas and make them realities.

Your citizens deserve a top-notch recreation and parks system. Your actions through the recruiting and hiring process will help to make that happen.

Hiring Toolkit

Job Profile

Position: Director of Parks and Recreation

Duties: Plans, organizes, promotes, administers and supervises a comprehensive and diversified County park and recreation department. Work is directed to key issues of developing new partnerships and initiatives, preserving open space and focusing on regional objectives with future-oriented leadership.

Education/Experience Requirements: Master's Degree in parks and recreation, public administration or closely related field, with a minimum of 10 years of parks and recreation administration experience. Certified Park and Recreation Professional (CPRP).

Management Ability: Preferred management style that is collaborative and emphasizes team management. Evidence of a high level of professional expertise and skills to manage the parks and recreation system. Ability to create a sound fiscal program that includes budgeting, capital projects, budget management and the development of creative funding strategies, including fund raising. Administrative skills based on positive human relations, interactive communication skills, ability to supervise others, delegate work and maintain high visibility and accessibility. Ability to maintain and improve Department services with a high level of customer satisfaction. An in-depth understanding of the Commissioner/Department Head relationship and the ability to cultivate a positive working relationship with all Commissioners. An in-depth understanding of the mission of a dynamic park and recreation department and the importance, as well as the role of, an advisory parks and recreation board in accomplishing that mission.

Networking Ability: Ability to recognize opportunities and tap resources. The Director has to know how to network. Being out in the public with key stakeholders and organizations will occupy about 60 percent of the Director's time. About 20 percent of the time will be focused on putting in place management systems that support effective decision making. The remaining 20 percent of the time will be spent on operations via delegation, reporting, evaluating and kicking things up to the next level.

Communications Skills: Great public speaking ability and excellent written communication skills, including grant writing skills. Putting forth the vision of an outstanding parks and recreation system is important. The Director is responsible for convincing business people, the tourism industry, County officials, non-profits and others about the value and benefits of the County parks system along with its potential.

Working Environment: Ability to function effectively in a fast-paced environment and deal with people under stressful and demanding situations. Ability to be patient while working with a sense of urgency, being inclined to seek help and recognize limits.

Personality: Great integrity, honesty, self-confidence and charisma. Self-motivated, results-oriented with a positive outlook. Forward-thinking planner who critically assesses own performance. Mature, credible and comfortable in dealing with community leaders. Empathetic communicator, able to see things from the other person's point of view. Able to be a team player.

Newspaper Advertisement

Recreation Director

Recreation Commission

Candidates must be energetic, highly motivated and creative professionals, able to work with community leaders to develop a new recreation department. A strong background in recreation programming is a must, with demonstrated competence in organizing and operating activities for people of all ages, varied interests and abilities. Candidates must possess excellent organization and communication skills and have experience supervising staff and volunteers. Park maintenance, swimming pool management and marketing skills and experience are necessary. Preference will be given to candidates who possess a bachelor's degree in parks and recreation or a closely related field and at least five years of progressively responsible work experience in a municipal recreation department. A master's degree and professional certification are plusses. Competitive salary and full benefit package provided. Closing date July 30. Send letter of application, resume and contact information for three professional references to: _____

_____.

Position Vacancy Notice

Exciting New Opportunity in Eastern PA Parks Superintendent

_____ is seeking qualified applicants for the new position of Parks Superintendent. The Parks Superintendent manages a maintenance staff of four full-time union employees, plus numerous part-time and seasonal/temporary employees and volunteers.

The Parks Superintendent directs the Parks and Recreation Department's maintenance and capital improvement program for a 325-acre park system containing a variety of facilities and improvements in neighborhood, community and linear parks. Preference will be given to candidates who possess a Bachelor's Degree in Parks and Recreation or a closely related field and extensive public parks and recreation management experience with an emphasis on maintenance operations, natural resource conservation and capital construction.

Salary Range: Mid \$40's to high \$50's annually (negotiable based on experience and qualifications). Attractive Benefit Package including: medical, dental, vision, and prescription including dependent coverage; life insurance; sick and vacation leave; and a defined benefit retirement plan.

A copy of the entire Job Summary is available on the _____ website at _____ or upon request at the Township Office.

Position open until filled. EOE

Send a cover letter, resume and at least three (3) professional references to:

APPLICATION FORM WAIVER

PLEASE READ CAREFULLY

In exchange for the consideration of my job application by _____ (hereinafter called "the Municipality"), I agree that:

Neither the acceptance of this application nor the subsequent entry into any type of employment relationship, either in the position applied for or any other position, and regardless of the contents of employee handbooks, personnel manuals, benefit plans, policy statements, and the like as they may exist from time to time, or other Municipality practices, shall serve to create an actual or implied contract of employment, or to confer any right to remain an employee of the Municipality, or otherwise to change in any respect the employment-at-will relationship between it and the undersigned, and that relationship cannot be altered except by a written instrument signed by the Chair of elected body of the Municipality. Both the undersigned and the Municipality may end the employment relationship at any time, without specified notice or reason. If employed, I understand that the Municipality may unilaterally change or revise their benefits, policies and procedures and such changes may include reduction in benefits.

I authorize investigation of all statements contained in this application. I understand that the misrepresentation or omission of facts called for may result in dismissal at any time without any previous notice. I hereby give the Municipality permission to contact schools, previous employers (unless otherwise indicated), references, and others, and hereby release the Municipality from any liability as a result of such contact.

I also understand that (1) the Municipality has a drug and alcohol policy that provides for pre-employment testing as well as testing after employment; (2) consent to and compliance with such policy is a condition of my employment; and (3) continued employment is based on the successful passing of testing under such policy. I further understand that continued employment may be based on the successful passing of job-related physical examinations.

I understand that, in connection with the routine processing of my employment application, the Municipality may request from a consumer reporting agency an investigative consumer report including information as to my credit records, character, general reputation, personal characteristics, and mode of living. Upon written request from me, the Municipality will provide me with additional information concerning the nature and scope of any such report requested by it, as required by the Fair Credit Reporting Act.

I further understand that my employment with the Municipality shall be probationary for a period of sixty (60) days, and further that at any time during the probationary period or thereafter, my employment relationship with the Municipality is terminable at will for any reason by either party.

Signature of Applicant _____ **Date:** _____

This Municipality is an equal employment opportunity employer. We adhere to a policy of making employment decisions without regard to race, color, religion, sex, sexual orientation, national origin, citizenship, age or disability. We assure you that your opportunity for employment with this Municipality depends solely on your qualifications.

Thank you for completing this application form and for your interest in working for us.

Readers, please note: Sections of this Application Waiver Form may not apply if the job is subject to a collective bargaining agreement or municipal civil service.

**Lancaster Recreation Commission
Application for Employment**

PERSONAL
Note: An incomplete or illegible application will not be accepted. Please type or use ball point pen in completing this application.

Position applying for _____ Date of application _____

Name _____
Last First MI

Address _____
Street City State Zip

Resident of Lancaster City Lancaster Township Other _____

How many years have you lived at this address? _____

Previous address _____

How long did you live there? _____ Email address _____

Are you under 18 years old? Yes No If yes, give birth date _____

Home phone _____ Work phone _____

Cell phone _____ May we contact you at work? Yes No

When is the best time to call: At work: _____ At home: _____

Do you have a valid Driver's license? Yes No

Have you received any traffic violations in the past three (3) years? Yes No

If yes, list type of violation and dates: _____

List all languages that you speak fluently _____

If employed, can you produce documents that you can be employed in the U.S.? Yes No

Do you have reliable transportation to work? Yes No Are you a U.S. Veteran? Yes No

Have you worked for us before? Yes No If yes, date/s, position/s held: _____

Give name and relationship of any relatives who are employed by Lancaster Rec: _____

Have you ever been suspended, demoted, dismissed or asked to resign from any job? Yes No If yes, explain in detail:

What salary range are you looking for? _____

Are you available to work: Nights? Yes No Weekends? Yes No If no, please explain: _____

Are there any times during the day or evening you are not available to work? If yes, specify: _____



The Lancaster Recreation Commission is an equal opportunity employer.

525 Fairview Avenue, Lancaster, PA 17603 (717) 392-2115 www.LancasterRec.org

PERSONAL (continued)

Are you certified in Cardiopulmonary Resuscitation (CPR) Yes No If yes, give date of certification _____

If not, do you plan to become certified by June? Yes No

If you are in college, do you expect to be employed through PHEAA Off-Campus College Work-Study Program? Yes No

What dates would you be available for an interview? _____

Have you had any paid or volunteer recreation-related experience? Yes No If yes, describe: _____

Have you done any officiating? Yes No If yes, what sports did you officiate? _____

What are your hobbies? _____

Describe your related skills, knowledge and abilities that qualify you for this position. Please list licenses, professional affiliations, and experience that pertain to this position. _____

Education

Circle last grade completed 1 2 3 4 5 6 7 8 9 10 11 12 College 13 14 15 16 17 18 19 20 Other (# of years:)

Starting with high school, list schools attended and their location	Type of Degree Earned	Course of study

If you are not a high school graduate, do you have a GED? Yes No

THE FOLLOWING MUST BE COMPLETED

Have you ever been convicted of or plead guilty or no contest to a felony? Yes No

Have you ever been convicted of or plead guilty or no contest to a misdemeanor? Yes No

Have you ever been required to register in Pennsylvania or another state under Megan's Law? Yes No

Have you ever been convicted of a crime against minors? Yes No

If answer is "yes" to any of these questions, please give the nature of the crime, dates of convictions and the court in which you were convicted: _____

EMPLOYMENT HISTORY

Please complete this section even if you attach a resume. List your work experience, most recent first, for at least the last 10 years. Include military experience.

Employer: _____ Job title: _____
Phone: _____ Address: _____
Immediate supervisor & title: _____ Supervisor's email: _____
Ending salary/hourly rate: _____ Full-time Part-time From: Mo. ____ Yr. ____ To: Mo. ____ Yr. ____ If Part-time, # of hrs/wk _____
May we contact your Supervisor? Yes No Reason for leaving: _____
Description of job duties: _____

Employer: _____ Job title: _____
Phone: _____ Address: _____
Immediate supervisor & title: _____ Supervisor's email: _____
Ending salary/hourly rate: _____ Full-time Part-time From: Mo. ____ Yr. ____ To: Mo. ____ Yr. ____ If Part-time, # of hrs/wk _____
May we contact your Supervisor? Yes No Reason for leaving: _____
Description of job duties: _____

Employer: _____ Job title: _____
Phone: _____ Address: _____
Immediate supervisor & title: _____ Supervisor's email: _____
Ending salary/hourly rate: _____ Full-time Part-time From: Mo. ____ Yr. ____ To: Mo. ____ Yr. ____ If Part-time, # of hrs/wk _____
May we contact your Supervisor? Yes No Reason for leaving: _____
Description of job duties: _____

Employer: _____ Job title: _____
Phone: _____ Address: _____
Immediate supervisor & title: _____ Supervisor's email: _____
Ending salary/hourly rate: _____ Full-time Part-time From: Mo. ____ Yr. ____ To: Mo. ____ Yr. ____ If Part-time, # of hrs/wk _____
May we contact your Supervisor? Yes No Reason for leaving: _____
Description of job duties: _____

Employer: _____ Job title: _____
Phone: _____ Address: _____
Immediate supervisor & title: _____ Supervisor's email: _____
Ending salary/hourly rate: _____ Full-time Part-time From: Mo. ____ Yr. ____ To: Mo. ____ Yr. ____ If Part-time, # of hrs/wk _____
May we contact your Supervisor? Yes No Reason for leaving: _____
Description of job duties: _____

REFERENCES

Give names, addresses and telephone numbers of three (3) references that are not related to you and are not previous employers.

1. _____
 Name Phone number

 Street Apt.# City State Zip Code

2. _____
 Name Phone number

 Street Apt.# City State Zip Code

3. _____
 Name Phone number

 Street Apt.# City State Zip Code

SKILLS AND ACTIVITY EXPERIENCES

those activities which you have taken part in and with which you are familiar.
 those activities which you have actually organized and directed.

<p>AQUATICS</p> <input type="checkbox"/> Boating <input type="checkbox"/> Rafting <input type="checkbox"/> Canoeing <input type="checkbox"/> Swimming <input type="checkbox"/> Life Saving <input type="checkbox"/> Synch. Swimming	<p>CHARACTER BUILDING</p> <input type="checkbox"/> Boy/Girl Scouts <input type="checkbox"/> Explorers <input type="checkbox"/> Campfire Girls <input type="checkbox"/> 4-H Club <input type="checkbox"/> Church Group <input type="checkbox"/> Service Group <input type="checkbox"/> _____ <input type="checkbox"/> Sunday School	<p>DANCING</p> <input type="checkbox"/> Aerobics <input type="checkbox"/> Jazz <input type="checkbox"/> Ballet <input type="checkbox"/> Social <input type="checkbox"/> Ballroom <input type="checkbox"/> Square <input type="checkbox"/> Folk <input type="checkbox"/> Tap <input type="checkbox"/> _____	<p>OUTDOOR ACTIVITIES</p> <input type="checkbox"/> Camping <input type="checkbox"/> Environmental Education <input type="checkbox"/> Hiking <input type="checkbox"/> Nature Study <input type="checkbox"/> _____
<p>ATHLETICS & SPORTS</p> <input type="checkbox"/> Archery <input type="checkbox"/> Ice Skating <input type="checkbox"/> Badminton <input type="checkbox"/> Karate <input type="checkbox"/> Baseball <input type="checkbox"/> Roller Skating <input type="checkbox"/> Basketball <input type="checkbox"/> Skateboarding <input type="checkbox"/> Baton <input type="checkbox"/> Soccer <input type="checkbox"/> Billiards <input type="checkbox"/> Softball <input type="checkbox"/> Bowling <input type="checkbox"/> Street Hockey <input type="checkbox"/> Boxing <input type="checkbox"/> Tennis <input type="checkbox"/> Cheerleading <input type="checkbox"/> Track <input type="checkbox"/> Fitness <input type="checkbox"/> Volleyball <input type="checkbox"/> Football <input type="checkbox"/> Weightlifting <input type="checkbox"/> Golf <input type="checkbox"/> Wrestling <input type="checkbox"/> Gymnastics <input type="checkbox"/> Yoga <input type="checkbox"/> Hunter Safety <input type="checkbox"/> _____	<p>CLUBS</p> <input type="checkbox"/> Athletic <input type="checkbox"/> Literature <input type="checkbox"/> Craft <input type="checkbox"/> Music <input type="checkbox"/> Debate <input type="checkbox"/> Senior Citizens <input type="checkbox"/> Dramatic <input type="checkbox"/> Teen <input type="checkbox"/> Gardening <input type="checkbox"/> Youth <input type="checkbox"/> Language <input type="checkbox"/> _____	<p>DRAMATICS</p> <input type="checkbox"/> Drama <input type="checkbox"/> Puppetry <input type="checkbox"/> Magic <input type="checkbox"/> Storytelling <input type="checkbox"/> _____	<p>SOCIAL & MISC.</p> <input type="checkbox"/> Children's Games <input type="checkbox"/> Babysitting <input type="checkbox"/> Special Events <input type="checkbox"/> Journalism <input type="checkbox"/> Public Relations <input type="checkbox"/> Public Speaking <input type="checkbox"/> _____ <input type="checkbox"/> _____
	<p>CRAFTS</p> <input type="checkbox"/> Basketry <input type="checkbox"/> Models <input type="checkbox"/> Ceramics <input type="checkbox"/> Painting <input type="checkbox"/> Clay <input type="checkbox"/> Paper <input type="checkbox"/> Knitting <input type="checkbox"/> Puppetry <input type="checkbox"/> Leather <input type="checkbox"/> Sewing <input type="checkbox"/> Metal <input type="checkbox"/> Woodwork <input type="checkbox"/> _____	<p>MUSIC</p> <input type="checkbox"/> Band <input type="checkbox"/> Musical Instrument <input type="checkbox"/> Chorus <input type="checkbox"/> Orchestra <input type="checkbox"/> Guitar <input type="checkbox"/> Piano <input type="checkbox"/> Singing	
		<p>OFFICE</p> <input type="checkbox"/> Bookkeeping <input type="checkbox"/> Typing <input type="checkbox"/> Offset Printing <input type="checkbox"/> Word Processing <input type="checkbox"/> Switchboard/ Phone <input type="checkbox"/> Desktop Publishing <input type="checkbox"/> _____	

APPLICANT STATEMENT - must be signed and must not be altered

The information in my application was freely given and is, to the best of my knowledge, true and complete. I understand that any false or misleading answer or statement may result in immediate dismissal at any time. The Lancaster Recreation Commission (Lancaster Rec) is hereby authorized to contact my present and past employers as references to obtain any information about me contained in their personnel records and any evaluations of my job knowledge, skills, and performance. Lancaster Rec is hereby authorized to make any investigation of my educational history. As a condition of employment, I give permission for Lancaster Rec to conduct a background check on me, which may include a review of sex offender registries, child abuse and criminal history records. I understand that, if appointed, my position is conditional upon Lancaster Rec receiving no inappropriate information on my background. I hereby release and hold harmless from liability Lancaster Rec, its officers, employees and volunteers thereof, from any liability or damage which may result from furnishing the information requested. To help ensure a safe and healthful working environment, I understand that I may be asked to provide body substance samples to determine the illicit or illegal use of drugs and alcohol. I acknowledge that if I become employed by Lancaster Rec, my employment will be at-will and may be terminated with or without cause at any time by me or by the employer.

IN ACCORDANCE WITH THE 1986 IMMIGRATION AND REFORM ACT, PROOF OF ELIGIBILITY TO WORK IN THE UNITED STATES IS REQUIRED UPON EMPLOYMENT. APPLICANT'S SIGNATURE IS REQUIRED TO PROCESS APPLICATION.

Signature: _____ Date: _____

NOTE: Applications, letters of reference, and/or resumes become the property of Lancaster Rec and cannot be returned. Lancaster Rec cannot make copies. Please make necessary copies before submitting. An application is required for each position for which you wish to be considered. Please submit this application prior to 5 p.m. on the closing date.

Application Acknowledgment Letter

[Your Municipality]
[Street Address]
[City, State and Zip Code]

[Date]

[Applicant]
[Street Address]
[City, State and Zip Code]

Dear [Applicant]:

We recently received your correspondence indicating an interest in a position at [Your Municipality]. We want to thank you for taking the time to send us information about yourself, and we want to assure you that your application will be considered very carefully.

If your qualifications match our needs, you will hear from us by phone or mail to schedule an interview.

Thank you again for your interest.

Sincerely,

[Your Name]
[Your Title]
[Your Municipality]

Recreation and Parks Director Applicant Screening Checklist

Candidates							
1. Bachelor's Degree							
2. Master's Degree							
3. Date of Current CPRP Certification							
4. Years of Experience							
5. Park Development Experience							
6. Park Maintenance Experience							
7. Recreation Program Experience							
8. Board Experience							
9. Supervisory Experience							
10. Marketing Experience							
11. Swimming Pool Experience							
12. Grant Writing Experience							
13. Other							
14. Other							
Total Score							

Under each heading, give each candidate a numerical rating based on the following:

- 5 – Exceptional 4 – Above Average 3 – Average 2 – Satisfactory
- 1 – Unsatisfactory

Telephone Screening Interview Format

Candidate's Name: _____

Today's Date: _____ Resume Attached: YES ___ NO ___

Position Title: _____

Initial Screen for the Position

Develop a question that will assess the experience of the candidate for the position you are recruiting. (Example: How many years of recreation and parks management experience do you have?)

Response:

Develop a question that will assess the experience of the candidate specific to your needs. (Example: Tell me about your experience with acquiring and developing park land.)

Response:

Describe your educational background and experience.

Response:

What's the minimum salary you'd consider right now to accept this position?

Response:

Are you willing to agree to have a drug test, a criminal background check, references checks, educational background checks and others as appropriate for this position?

YES _____ NO _____

If the candidate's responses to these questions satisfy the screener, proceed with the interview. If not, tell the candidate that you have other candidates who appear to have credentials and experience that more closely match the expectations of the position. End the interview.

Learn About Past Job

What were the operating and capital budgets where you last worked?

Response:

Describe the recreation and parks services provided to residents.

Response:

If the person had reporting staff, how many people reported to you directly – what were their titles?

Response:

If the candidate is not currently working, why and when did you leave your most recent position?

Response:

How have you spent your time since you left your most recent position?

Response:

Determine the Candidate's Degree of Success

How did your most recent position support the accomplishment of the mission of your department?

Response:

In your previous position, what do you consider your greatest accomplishment(s)?

Response:

What were your most significant failures?

Response:

How would your supervisor and coworkers describe your work?

Response:

What is your reason for leaving your current position?

Response:

If currently employed, what would need to change at your current position for you to continue to work there?

Response:

Determine Candidate's Work Environment and Cultural Needs

Describe your preferred work environment.

Response:

Describe the management style you exhibit and prefer.

Response:

What must exist in your work place for you to be motivated and happy?

Response:

EXPERIENCE INVENTORY

Position: _____

Agency: _____

INFORMATION

This Experience Inventory is designed to assist you in presenting your background in areas applicable to this position.

The most successful candidates based on an evaluation of their training, experience, achievements and responsibilities presented in the Experience Inventory, will be invited to participate in the next step of the selection process.

INSTRUCTIONS

Your response to each question should be as complete and concise as possible. Answers to each question must be limited to one page. You must return the original document of your responses to us.

DO NOT PROVIDE OR REFER TO YOUR RESUME IN LIEU OF ANSWERING ANY QUESTION ON THE EXPERIENCE INVENTORY

If your response is typed, it should be double-spaced. If handwritten, please write as clearly as possible in dark ink.

Return to:**Return by:** _____**PLEASE READ AND SIGN THE FOLLOWING STATEMENT AND RETURN WITH YOUR RESPONSE.**

I understand that this inventory is part of my formal application. I certify that all information provided is true to the best of my knowledge. I agree that any false statement, misstatements or omissions may lead to rejection of my application or dismissal if I am hired.

SIGNATURE _____**DATE** _____**NAME (Print)** _____

Sample Experience Inventory Questions

1. Describe the experiences you have had in developing community recreation programs, policies and procedures for review and/or approval by a policy board or advisory committee.
2. Describe your approaches to both short and long range community recreation planning, and give evidence of the effectiveness of your plans.
3. Describe your experience in formulating and administering an annual community recreation operating budget and other financial operations including purchasing and payrolls.
4. Identify the components of a comprehensive internal and external public relations and publicity program for a community recreation organization.
5. Describe your approach to developing networks, partnerships and private financial support for a public community recreation program. Give evidence of your experience and success in these areas.
6. Describe your experience in planning and delivering park and recreation services/programs to a diverse community.
7. Describe your experience supervising staff at multiple locations. Include the number of staff under your supervision.
8. Describe your management experience in the following areas:
 - Arts – performing and visual: special cultural events, art exhibitions, theater performances, dance groups
 - Recreation and Athletic Programming: youth and adult sports, competitive and instructional swimming and gymnastics, community center programs, before and after school programs and day camps
 - Natural Resources: environmental education, greenway systems, water quality issues
 - Park Services and Facilities: park maintenance, expansion and/or renovation of park areas or facilities, maintenance of swimming pools, ball fields, lighting systems, etc.

Experience Inventory Letter

[Your Municipality]
[Street Address]
[City, State and Zip Code]

[Date]

[Applicant]
[Street Address]
[City, State and Zip Code]

Dear [Applicant]:

Thank you for your interest in [Your Municipality].

You have been selected as a semi-finalist candidate for our position opening. Congratulations!

To continue in our selection process, we ask you to complete and return the enclosed Experience Inventory by [Date]. Finalists will be contacted approximately two weeks after this date to schedule interviews.

We look forward to reviewing your Experience Inventory.

Sincerely,

[Your Name]
[Your Title]
[Your Municipality]

Enclosure

PREVIOUS EMPLOYER

WRITTEN REFERENCE CHECK FORM

Please release to _____ the following information concerning my previous employment:

Name while employed: _____
Date employed: From: _____ To: _____
Position or positions held: _____
Reason for leaving: _____
Would you re-employ? _____ Yes _____ No
Rating on last evaluation: _____

Please evaluate the applicant as follows:

Quantity of Work	Good _____	Average _____	Poor _____
Quality of Work	Good _____	Average _____	Poor _____
Cooperation	Good _____	Average _____	Poor _____
Attendance	Good _____	Average _____	Poor _____

Would you recommend the applicant for the position of: _____ Yes _____ No

Signed: _____ Title: _____ Date: _____

Company: _____

AUTHORIZATION FOR REFERENCE CHECK AND WAIVER AND RELEASE OF CLAIMS

I have applied to [your municipality] for employment. In order that [your municipality] can better evaluate my qualifications, I have authorized it to check all references and to obtain the above Reference Check information about me.

I authorize [name of previous employer] to furnish any and all information sought in the above Reference Check and I waive any legal requirement to notify me regarding reports, records or information given or received in accordance with the authorization

I hereby release [name of previous employer], its agents, employees and assigns from any claim of liability arising from the release or receipt of reports, records or information as a result of the above Reference Check.

I have read and understand each of the above statements.

NAME OF APPLICANT (PRINT): _____

SIGNATURE OF APPLICANT: _____

DATE: _____

Employment Reference Phone Script

This list includes suggested questions. Please select questions you wish to use and ask the same questions of each person for each candidate.

My name is [_____] and I work for [_____]. We would like to verify employment information on [Applicant] who has applied for a position with our municipality.

Any information you share with me will be kept confidential and not released outside of our municipal government. I am calling you to help determine if [Applicant] is the right person for the job.

He/she has signed a release that authorizes you to give us the following information. [Give identifying information they ask for to help them find the applicant's file. You may have to offer to send a copy of the applicant's release to the former employer in order to get the information.]

Applicant's Name: _____ Date: _____

1. Would you please verify that [Applicant] worked for your company from [date] to [date]?
2. What was his/her job title?
3. What was your work relationship to [Applicant]?
4. How long did you work with him/her?
5. Could you give me a brief description of the duties he/she performed?
6. Please verify that his/her final rate of pay was [\$ amount] hourly/weekly/biweekly/monthly/annually.
7. What did you think of his/her work?
8. What are his/her strong points?
9. What are his/her weak points?
10. How did he/she get along with other people?
11. Please comment on his/her:
 - Attendance:
 - Dependability:
 - Ability to take on responsibility:
 - Ability to follow instructions:

- Completion of assigned tasks:
 - Degree of supervision needed:
 - Overall attitude:
 - Quality of work:
 - Quantity of work:
12. How would you compare the performance of [Applicant] with that of others who have held the same job?
 13. Why did he/she leave the position?
 14. Would you re-employ him/her? If no, why not?
 15. Would you recommend him/her for a position as [whatever position you are trying to fill]?
 16. Thanks for taking the time to speak with me. Is there anything else that you think I might find helpful in making a hiring decision with respect to [Applicant]?

Personal Reference Check Letter

[Your Municipality]
[Street Address]
[City, State and Zip Code]

[Date]

[Reference]
[Street Address]
[City, State and Zip Code]

Re: Reference for [Applicant]
[Provide information supplied by applicant for identification purposes.]

Dear [Reference]:

The above-named individual has applied for employment with our municipality and has named you as a reference. In order to make an informed hiring decision, we need to know the applicant's work/educational history and personal qualifications or fitness for employment. A release permitting you to provide the following information has been signed by the applicant and a copy is attached. Any information that you give will be held in the strictest confidence and not released outside of our municipal government. Please verify by answering the following questions.

How long have you known [Applicant]? _____

What is the nature of your relationship? _____

Why do you think [Applicant] would be a good choice for this position? _____

Do you know of any reasons that could prevent [Applicant] from performing the functions of the position? _____

Information furnished by: _____

Signature: _____

Date: _____

Thank you for your cooperation and prompt response. Please return this form in the enclosed envelope.

Sincerely,

[Your Name]
[Your Title]
[Your Municipality]

Reference Check Documentation Form

Applicant Name: _____ Position: _____

Person Checking References: _____ Date: _____

Personal References Checked:

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _____

Notes: _____

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _____

Notes: _____

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _____

Notes: _____

Employment References Checked:

Name: _____ Employer: _____

Relationship: _____ Dates of employment: _____ Pay: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _____

Would you rehire? _____ Reason for termination: _____

Notes: _____

Name: _____ Employer: _____

Relationship: _____ Dates of employment: _____ Pay: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _____

Would you rehire? _____ Reason for termination: _____

Notes: _____

Name: _____ Employer: _____

Relationship: _____ Dates of employment: _____ Pay: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _____

Would you rehire? _____ Reason for termination: _____

Notes: _____

Records checked:

School records (date requested: _____) Notes: _____

Criminal records (date requested: _____) Notes: _____

Driving records (date requested: _____) Notes: _____

Credit records (date requested: _____) Notes: _____

Educational Record Check Letter

[Your Municipality]
 [Street Address]
 [City, State and Zip Code]

[Date]

[Contact Name]
 [Educational Institution]
 [Street Address]
 [City, State and Zip Code]

Re: Educational Record Check for [Applicant]
 [Provide whatever information was supplied by the applicant for identification purposes.]

Dear [Contact Name]:

The above-named individual has applied for employment with our municipality and has indicated that he/she attended [obtained a degree from] [Educational Institution]. In order to make an informed hiring decision, we need to explore the applicant's educational history. A release permitting you to provide the following information has been signed by the applicant, and a copy is attached. Any information that you give will be held in the strictest confidence and not released outside of our municipal government. Please verify the information supplied by [Applicant] and answer a few questions regarding [Educational Institution]:

Degree received by [Applicant]: _____ [name degree]

Dates [Applicant] attended [Educational Institution]: ___ [provide dates of attendance]

Is the preceding information correct? Yes ____ No ____

Type and level of institution: _____

Is your institution accredited? Yes ____ No ____

What types of degrees do you award? _____

How can we obtain a transcript for [Applicant]? _____

Information furnished by: _____

Signature: _____

Date: _____

Thank you for your cooperation and prompt response. Please return this form in the enclosed envelope.

Sincerely,

[Your Name]
 [Your Title]
 [Your Municipality]

DL-503 (2-07)

REQUEST FOR DRIVER INFORMATION

The most current version of this form can be found at www.dmv.state.pa.us
DO NOT SEND CASH



PA Department of Transportation • Bureau of Driver Licensing
 P.O. Box 68695 • Harrisburg, PA 17106-8695

PLEASE TYPE OR PRINT IN BLUE OR BLACK INK

SEE REVERSE FOR INSTRUCTIONS / INFORMATION

CHECK (✓) ONE ONLY:

- BASIC INFORMATION: **\$5.00 FEE** (Driver history is **not** included)
- 3 YEAR DRIVER RECORD: **\$5.00 FEE**
- 10 YEAR DRIVER RECORD: **\$5.00 FEE** (Employment Purposes Only)
- CERTIFIED DRIVER RECORD: **\$10.00 FEE**
- COPY OF DOCUMENT FROM FILE (MICROFILM): **\$5.00 FEE**
- CERTIFIED COPY OF DOCUMENT FROM FILE: **\$10.00 FEE**

You may obtain a copy of your own 3 Year and/or 10 Year Driving Record on PennDOT'S Web site at www.dmv.state.pa.us

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will use the driver record abstract(s) required pursuant to Section 6114 of the Pennsylvania Vehicle Code, for the purpose checked above only and no other reason. This affidavit is filed in compliance with Section 607 of the Fair Credit Reporting Act. I/We have read and signed this form after its completion, and I/We swear or affirm that the statements made herein are true and correct, and that any statement made on or pursuant to this form is subject to the penalties of 18 Pa C.S. Section 4903(a)(2) (relating to false swearing), which shall include punishment of a fine not exceeding \$5,000, or to a term of imprisonment of not more than two years, or both.																																													
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DL-503 (2-07)

INSTRUCTIONS

1. **To request your own record**, complete Sections A & C only. Notarization is NOT required.
2. **To request a record other than your own**, complete Sections A, C, and D. Section E must contain the driver's signature if block **B, E or L is checked in Section D. If the Requester is obtaining the information on behalf of someone else, Section B must also be completed.**
3. **PRINT OR TYPE** all requested information on the front of the form. Submitting **ONLY** a name and address does not provide enough information for a proper search of the driver files.
4. A non-refundable fee is required for each request. If the Bureau has no record for the information requested or the data supplied is insufficient, the fee will be applied to the cost of the search.
5. **If requesting a microfilm copy of a document**, also complete Section F. You must be specific in providing the type and date of the document. If there are several citations on the record, the cost is \$5.00 per citation. You need to provide the date of the violation/action to clearly identify the citation(s) requested.
6. Check the type of record requested at the top of the form and make check or money order payable to "PennDOT."
DO NOT SEND CASH. Attach your check or money order and send to:

For overnight and other special mail:

BUREAU OF DRIVER LICENSING
 DRIVER RECORD SERVICES
 P.O. BOX 68695
 HARRISBURG, PA 17106-8695

BUREAU OF DRIVER LICENSING
 DRIVER RECORD SERVICES
 1101 SOUTH FRONT STREET 3RD FLOOR
 HARRISBURG PA 17104-2516

DESCRIPTION OF INFORMATION AVAILABLE

BASIC INFORMATION..... Includes name, address, driver number, date of birth and class of license.
 (\$5.00 fee)

3 YEAR RECORD*..... Includes name, address, driver number, date of birth, class, license status, Departmental actions and violations for the past 3 years from the date request is processed. **You can obtain a copy of your own record on PennDOT's Web site at www.dmv.state.pa.us**
 (\$5.00 fee)

10 YEAR RECORD*..... Includes name, address, driver number, date of birth, class, license status, Departmental actions and violations for the past 10 years from the date request is processed. A 10-year record is for employment purposes only. **You can obtain a copy of your own record on PennDOT's Web site at www.dmv.state.pa.us**
 (\$5.00 fee)

CERTIFIED RECORD..... Includes name, address, driver number, date of birth, class, license status, Departmental actions and violations for the **complete** history of the driver on file in Pennsylvania.
 (\$10.00 fee)

MICROFILM

DOCUMENT Copies of documents retained by the Department are available for purchase from the microfilm file. You must be specific as to the type of document and the date of the violation/action.
 (\$5.00 fee)

CERTIFIED COPY

OF DOCUMENT Copies of documents from the microfilm file that have been certified by the Department.
 (\$10.00 fee)

IMPORTANT INFORMATION CONCERNING THE USE OF DRIVER INFORMATION

- Driver record information is confidential and restricted information and the Requestor/End User is responsible for establishing procedures to protect the confidentiality of these records.
- Driver record information can only be used for the purpose stated in Section D.
- Driver record information cannot be sold, assigned, or otherwise transferred to any party, other than the End User.
- PennDOT retains exclusive ownership of all driver record information and the Requestor/End User shall not combine and/or link in with any other data on any database except as may be required by law.
- The driver record information cannot be used for direct mail advertising or any other type or types of mail or mailings.
- The driver record information cannot be disseminated or published on the Internet without the express written permission of PennDOT.
- PennDOT reserves the right to audit each request for driver record information. If the Requestor/End User is found to have requested driver record information for an unauthorized purpose, access to Pennsylvania driver record information will be terminated.

* Businesses who obtain driver records for the purpose of employment or insurance are now able to obtain and print these records, in real time, through our enhanced Online Services.
 If you are an employer or insurance company/agent and are interested in becoming an authorized Online business user, please visit our Web site at www.dmv.state.pa.us and click on "Online Business Services" for more information.

Interview Selection Letter

[Your Municipality]
[Street Address]
[City, State and Zip Code]

[Date]

[Applicant]
[Street Address]
[City, State and Zip Code]

Dear [Applicant]:

Congratulations on being selected for an interview for the Parks and Recreation Director position for [Your Municipality]. Interviews will be held on [Date] from [Time to Time] at [Place]. A directional map is enclosed.

Also enclosed is a packet of materials to give you background information about the Parks and Recreation Department. Please complete and return the written exercise to us by [Date]. The exercise is labeled Written Exercise #1. Your response will be a part of the interview process used on [Date].

Our interview panel looks forward to meeting you on [Date]. If you have any questions, please contact me.

Sincerely,

[Your Name]
[Your Title]
[Your Municipality]

Enclosures

Applicant Rejection Letter

[Your Municipality]
[Street Address]
[City, State and Zip Code]

[Date]

[Applicant]
[Street Address]
[City, State and Zip Code]

Dear [Applicant]:

Thank you for your recent inquiry into the position opening at [Your Municipality]. We certainly appreciate your interest in working for us.

After reviewing your credentials, we have determined that your qualifications do not suit our needs at this time. As a result, you have not been selected for an interview.

We wish you all the best as you continue your employment search.

Again, thank you for your interest in [Your Municipality].

Sincerely,

[Your Name]
[Your Title]
[Your Municipality]

Candidate Interview Evaluation Form

Position: _____

Candidate Name: _____

Interviewer Name: _____

Interview Date: _____

Based on the interview, evaluate the candidate's qualifications for the position listed above. In each section, space is provided to write additional job specific comments. If one of the questions does not apply to the position, write N/A in the comment section.

Education/Training

The candidate has the necessary education and/or training required by the position.

- _____ Exceeds requirements
- _____ Meets requirements
- _____ Needs a little more training
- _____ Doesn't meet requirements

Comments:

Technical Skills

The candidate demonstrated to your satisfaction that he/she had the necessary technical skills to perform the job successfully.

- _____ Exceeds requirements
- _____ Meets requirements
- _____ Needs a little more training
- _____ Doesn't meet requirements

Comments:

Work Experience

The candidate has prior work experience that is related to the position.

- _____ Extensive experience
- _____ Meets requirements
- _____ Not related but transferable skills
- _____ No prior experience

Comments:

Supervising Others

The candidate demonstrated to your satisfaction that he/she had the necessary experience in supervising others to perform the job successfully.

- _____ Exceeds requirements
- _____ Meets requirements
- _____ Needs a little more training
- _____ Doesn't meet requirements

Comments:

Leadership Skills

The candidate demonstrated to your satisfaction that he/she had the necessary leadership skills to perform the job successfully.

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Interpersonal Skills

The candidate articulated ideas clearly both written and orally.

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Teamwork

The candidate demonstrated the ability to work well in a team and with superiors, peers and reporting staff.

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Time Management

The candidate demonstrated the ability to manage time independently and work efficiently.

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Customer Service

The candidate demonstrated the ability to be customer focused.

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Motivation for the Job

The candidate expressed interest and excitement about the job.

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Problem Solving

The candidate demonstrated the ability to design innovative solutions and solve problems.

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Skill Needed

The candidate demonstrated the ability to:

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Skill Needed

The candidate demonstrated the ability to: _____

- Exceeds requirements
- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Overall Recommendation

- Highly recommend
- Recommend
- Need clarification of qualifications
- Do not recommend

Comments:

Salary Expectations: _____

Candidate Interview Evaluation Form				
Name of Candidate:			Date:	
	Outstanding	Good	Marginal	Unsatisfactory
1. Self-Starter				
Communications Skills --- Verbal Written				
Problem Solving				
Versatility/Creativity/Resourcefulness				
Interpersonal Skills				
Motivational				
Work Experience				
Preparation for Interview				
2. Overall reaction to candidate:				
3. What are the candidate's strengths?				
4. What are the candidate's weaknesses?				
5. Candidate's potential as a Parks/Rec Director based on comments of references that were contacted: __Outstanding __Good __ Marginal __Unsatisfactory				
6. Recommended action:				
7. Next steps:				
Signed:				

Developing Interview Questions Worksheet

1. Critical Responsibility: _____
A. Specific Desired Competency: _____
B. Specific Desired Competency: _____

2. Critical Responsibility: _____
A. Specific Desired Competency: _____
B. Specific Desired Competency: _____

3. Critical Responsibility: _____
A. Specific Desired Competency: _____
B. Specific Desired Competency: _____

Initial Question for #1: _____
Initial Question for #2: _____
Initial Question for #3: _____

Example:

Critical Responsibility: Community relations

Specific Desired Competency: Developing collaborative relationships

Initial Question: Give me an example of when you developed a relationship with a community group.

Recreation and Parks Director Interview Questions

Introduction:

1. What interested you about this position?
2. After reviewing the position description, are there any aspects of the position you feel unqualified for?

Experience:

1. Describe your work experience and education.
2. What has been your work experience in relation to this position?
3. What skills would you bring to this position?
4. What do you consider your chief accomplishment in your previous job?

Community Needs Assessment:

1. Can you describe a project that resulted in assessing the needs of a community?
2. What was your role in that project?

Oversees Department Operations and Staff:

1. Describe a successful method you have used in developing a team effort in managing a function or project.
2. Describe the best process that you've used to evaluate an employee's performance.
3. Have you ever had to take disciplinary action toward a subordinate? Please describe.
4. Give an example of a time when you had to resolve a serious conflict.
5. Tell us about a time when you had to manage dealing with multiple tasks, deadlines and demands for your services. How did you prioritize?

Policy and Program Initiatives:

1. Give an example of a policy or procedure you have implemented that increased the fiscal effectiveness and efficiency of your organization.

Spokesperson and Departmental Representative:

1. Describe your public speaking experience.
2. Describe your experience interacting with Councils, Boards and Commissions.

Budget and Annual Reports:

1. Describe your experience with budgets and reporting.

Long-Term Planning:

1. Tell us about a time when you developed a long-term plan. Was the plan implemented, and if so, what was the outcome?

Closing:

1. Is there anything you'd like us to know that we haven't already discussed?

Questions 1 & 2 are for information. Questions 3-7 are essential. Board can ask follow-up questions for clarification. Questions 8-11 aim to reveal problem-solving skills. For fairness all candidates should be asked the same questions.
45 minutes total – 4 minutes/question.

Interview Questions for Recreation Director
Candidate's Name: _____

1. Tell me about your present job. Describe what you do. What do you like? Dislike?
2. What accomplishments in your present job have given you the most satisfaction?
3. What is your vision of the role of recreation in a community?
4. In what ways can your computer skills be effective in achieving your recreation vision?
5. Please describe your experience in budget development and financial management.
6. Please describe your grant writing experience and success.
7. Please describe your experience with swimming pool (or other facility) management.
8. Have you worked with a board before? What do you think their job is? What problems do you foresee?
9. How would you promote programs and involve underserved populations?
10. How would you get to know this community?
11. What problems do you foresee with this position and how would you deal with them?

Interviewer's Name: _____ Date: _____

Interview Questions for Recreation Director

Candidate:	Date:	Scheduled Time:
(1) How would someone who knows you well describe you?	(2) Why is recreation an important part of a community?	
(3) Have you worked with a board before? What do you think their job is? What don't you like about working with a board?	(4) Why do you consider yourself a leader?	
(5) What do you know about this community?	(6) Why do you want this job?	
(7) Why do you want to leave your present job?	(8) What accomplishments in your present job have given you the most satisfaction?	
(9) Are you currently a member of a national or state park and recreation association? Further, have you actively participated in either of the associations or participated in committee and branch assignments?	(10) Why should we hire you? What makes you the person we need for this position?	
(11) What are the problems you are dealing with at work presently?	(12) What motivates you to put forth your greatest effort?	
(13) Are you willing to relocate? And, how soon could you start working here?	(14) What would your first steps be to make this agency successful?	
(15) What have been your biggest failures or frustrations in your park and recreation career?	(16) What is your idea of a typical work day here?	

Candidate:	Date:	Scheduled Time:
(17) What are 3 characteristics most desirable about a boss? 3 least desirable?		(18) Why did you choose recreation as a profession?
(19) Describe a typical day in your present job.		(20) What specific strengths did you bring to your current job that made you effective? What specific strengths do you think you can bring to this position?
(21) Tell me about two of your weaknesses.		(22) What do you consider the single most important idea or accomplishment you contributed to your present job?
(23) How would you involve volunteers in a recreation program?		(24) Tell me about the people you hired in your current job. How long did they stay with you and how well did they work out?
(25) Do you have any other responsibilities that will interfere with your ability to be a prompt, timely employee?		

Interviewer's Name: _____

Recreation Program Position Assessment Questions

1. Please rank the following employee characteristics/traits in order from 1 to 10, from most important (10) to least important (1), as you see them, in relation to this position:

- ___ Punctuality
- ___ Professionalism
- ___ Accuracy
- ___ Speed (task completion)
- ___ Thoroughness
- ___ Honesty
- ___ Integrity
- ___ Loyalty
- ___ Personal Appearance
- ___ Customer Service

Please discuss why you ranked them in the order you did.

2. List the steps you would take from creating the idea for a recreation program to the end of the program. Create a public service announcement, a newspaper ad, and a flyer for the program. Feel free to use the computer in front of you.
3. Put the following situations in order of priority and explain the procedures to be taken. #1 is top priority and #10 is the lowest priority.

___ The drama teacher called in sick for today's class at 11 a.m.
What would you do?

___ Tot's Club needs cups for tomorrow morning's class.
What would you do?

___ Fletcher Elementary School's Principal called.
What would you do?

___ A woman called to report that no supervisor was on the sled hill yesterday.
What would you do?

___ Batons were delivered by UPS and must be passed out to participants at their 1 p.m. class.
What would you do?

___ A resident in the front office has a question regarding a program.
What would you do?

___ Mrs. Jones called with a complaint about the children's cooking class.
What would you do?

___ Mr. Smith called.
What would you do?

___ There is a \$10 shortage in yesterday's registration deposit.
What would you do?

___ One of your program instructors called to report that she was 4 hours short on her last pay check.
What would you do?

Sample Interview Questions for Supervisory Recreation and Parks Positions

The questions and answers below were developed by recreation and parks professionals. Several questions are philosophical and suggested answers represent the opinions of these professionals. As with any profession, opinions can vary and with subjective questions there may be no right or wrong answers. What is important is that the opinions the candidate provides are ones that are compatible with the mission, goals and objectives of the municipality. Lastly, don't ask every question. Ask the ones that are relevant to the position and the type of person you're seeking.

Technical Knowledge of the Profession

1. *What do you feel should be the local government's role in the provision of recreation and parks opportunities?* Look for a response with a broad scope for both recreation and parks, such as recreation is for adults as well as children, and parks can contain passive and active areas. For the role of a local government, look for responses that mention working cooperatively with the local school district, working with other recreation providers to avoid duplication of services, providing affordable programs and facilities for all residents, etc.
2. *What is your concept of the chief value of recreation?* Research suggests that the benefits of recreation are better physical and mental health, character development, self-esteem improvement, skill development, economic value to the community, etc.
3. *What is your background in park planning including site preparation, developing facilities, master plans, five-year capital improvement programs, comprehensive planning, mandatory dedication of park land, etc.?* Communities seeking a professional to direct a park development program need to be aware of the vital importance of proper planning. A working knowledge of developing any of the above is a real plus to a community.
4. *Based on your education and experience, do you consider yourself oriented toward recreation programming, managing park resources, or both?* Consider the responsibilities you feel the professional will primarily assume. If your municipality is a rapidly growing community with potential for an extensive amount of park development, hiring a professional with a strong background in park development may be more critical than hiring one who is strong in recreation programming. In the recreation and parks profession, professionals equally skilled in both are hard to find.

5. *What do you feel the philosophy of a governmental unit should be toward fees and charges in the recreation and parks department?* A policy should be established that suggests 1) fees for recreation services should supplement tax appropriations as a source of revenue and shouldn't be the primary source of the department's operation; 2) the kinds of services requiring a fee should be reviewed periodically in terms of municipal objectives; 3) the increase and development of recreation services should be based upon need and not the income-producing possibility of the services; 4) the recreation areas and facilities used primarily for general community purposes shouldn't be charged for. Fees are a good source of revenue if sound business procedures and administrative controls are practiced.
6. *What do you see as the steps involved in organizing a good full-time recreation and parks program?* Suggested steps include 1) formulate a clear statement of goals and objectives and update yearly; 2) study and research the needs of individuals by various age categories – this can be done in many ways such as surveys and meeting with community groups; 3) study the condition of existing facilities and resources, the population, income levels, etc.; 4) decide what additional facility resources are required, develop a projected time table for acquiring, and determine how they will be financed; and 5) select a program of activities based on the above.
7. *What is your experience in finding sources of revenue other than tax dollars?* Experience can include getting state or federal grants, developing gift catalogs, community fund raising, fees and charges, etc.
8. *Have you had any experience with budget preparation? What stages do you see must be gone through in developing a budget?* The first step in budget preparation is to develop a balance sheet and summary of what the department plans to spend. Include detailed information and justification on department programs and through what sources they will be funded (taxes, fees, grants, etc.). The second step is the presentation of the budget to the designated bodies and providing opportunities for questions. The budget will go through a review stage, public hearings and final authorization. The final step is the execution of the budget. This involved a system of budgetary control, regular reports on department expenditures and an audit of work programs in progress.

Ability to Work with People

9. *What do you feel are the roles of an advisory recreation and parks board? What do you see as the relationship of a director to this*

board? If your municipality has an advisory board or is considering forming one, this is a real critical question. Advisory boards should be encouraged because they provide the director with the “eyes and ears” of the community. They should be a tremendous source for community input, additional volunteer help and a sounding board for ideas before they’re presented to the governing body. The director has a continuing responsibility to keep the board members informed on department activities, gain their approval of the annual budget and policy decisions, and to assist them in details of organization. The director is the liaison between the elected officials and the advisory board. Subsequently, the board’s primary responsibility is to deal with policy issues, leaving day-to-day operational details to the director. For further details, get a copy of the *Recreation and Parks Board Handbook*, available online at www.dcnr.state.pa.us.

10. *What role do you see yourself assuming when working with existing recreation providers such as athletic associations?* Athletics associations may have a real stronghold in a community with the use of athletic fields and schools. A director should meet with these types of organizations regularly to prevent duplication of services, develop ways to work together and exchange information.
11. *What is the recommended role of the school district in relationship to a municipality as far as providing recreation and parks facilities and services?* Ask for experience the candidate has had with school personnel such as scheduling school facilities, running programs in the schools and developing cooperative programs. Communities with success in this area have provided such services as 1) school facilities available for community use; 2) joint development of recreation facilities such as tennis courts; and 3) joint sponsorship of adult education opportunities.
12. *How would you involve volunteers in a recreation program?* Look for examples of experiences this professional has had with volunteer help. When incorporating volunteers into your recreation program, they should be 1) part of an organized process (not assigned without thought); 2) provided with an orientation program and given the same training as a paid employee; 3) given definite tasks to perform; 4) understand their role in the department; and 5) be evaluated regularly.
13. *Tell me about the people you hired in your last job. How long did they stay with you and how did they work out?* This is an excellent question to ask those applying for a director’s position. Qualified applicants should have some experience with hiring at least summer lifeguards, recreation leaders, instructors and so on. This

type of question will give you an idea of the candidate's ability to assemble and keep a strong staff.

General Experience

14. *Describe a typical day in your job.* This type of question forces the candidate to be specific and to see how closely the candidate's day-to-day duties relate to the day-to-day duties of the job you're seeking to fill.
15. *What specific strengths did you bring to your last job that made you effective? What specific strengths do you think you can bring to this position?* Answers to strength-related questions can be compared to reference checks with previous employers.
16. *What have been the biggest failures or frustrations in your recreation and parks career?* This type of answer may suggest how well the candidates know themselves and how comfortable they are about revealing their weaknesses. Be wary of answers that are twisted to appear as strengths.
17. *Are you currently a member of the national or state park and recreation association? Why or why not? Have you actively participated in committee and branch assignments?* This suggests an interest in keeping up-to-date and going beyond the basics of what's required to do a job. It shows initiative.

Sample Interview Questions

Accountability

1. Tell us about a time when despite careful planning, things got out of hand or did not work out. What did you do?
2. Tell us about an occasion when you chose, for whatever reason, not to finish a particular task.
3. Tell us about a time your supervisor was absent and you had to make a decision.
4. What have you done to become more effective in your career?
5. How have you handled special responsibilities or assignments that have been given to you that may not be part of your routine?
6. Give us some examples demonstrating how you reacted to short deadlines or pressure situations.
7. Tell us about a time when your performance did not live up to your expectations. What did you do?
8. How do you motivate yourself to complete unpleasant assignments?
9. Would you rather design/develop plans and procedures or implement/manage them? Why?
10. Have you had to make and/or implement an unpopular decision/policy? Why did you make the decision or support the decision?

Adaptability

1. What types of people do you get along with best?
2. How do you work with people whom you don't get along with?
3. What role do you play in ensuring a smooth working environment?
4. Have you worked for more than one manager? How did you cope with it?
5. Give us an example of a crisis situation you were involved in. What did you do to help resolve it?
6. What professional situations cause you to feel awkward? How do you handle them?
7. How many projects can you handle at a time? Give an example when this occurred.
8. How do you prioritize your projects?
9. How do you handle repetitive tasks?
10. Tell us about a time you had to go above and beyond the call of duty.
11. How many levels of management do you deal with?
12. Describe a situation when your work was criticized. How did you react?
13. Describe a situation where you had to work with someone who was difficult. How did you handle it?
14. What type of work environment appeals to you most?
15. How do you deal with conflict?
16. In what kinds of situations do you find it most difficult to deal with people?

Communication

1. Tell us about the kinds of communication you use at work.
2. How important was communication and interaction with others in your last job?
3. How would you rate your communications skills? Why?
4. What communication tools, forms or documents have you developed for your department?
5. What are some ideas/practices to follow to insure effective communications with your coworkers?
6. How have you communicated concerns/criticisms to co-workers? Do you feel you were effective?
7. How do you communicate with co-workers whom you have personal problems with?

8. How can a supervisor establish effective communications with staff?
9. Are there additional considerations in communicating to groups of employees versus individual employees?
10. What are some good rules to keep in mind when directing employees?
11. In what instances, is written communication better than verbal communications?
12. Have you ever had to give an employee bad news? How did you deliver this information?
13. Communicating with your supervisor is an important aspect of all of our jobs. What guidelines should you follow to communicate effectively with your supervisor?
14. What are the reasons for communicating upwards to your superiors?
15. How would your supervisor rate your communications skills?
16. Have you ever had to tell your supervisor you were wrong? How did you do this?
17. What sorts of things do you feel are important for an employee to share with a manager? And vice versa?
18. What kind of performance feedback do you feel is important for an employee to receive?
19. How do you persuade others to get what you want?
20. What role do you usually take in a group meeting or discussion? What are the advantages of that?
21. What does the "open door" policy mean to you? Do you think it works?

Customer Focus

1. What does good customer service involve?
2. What are the steps involved in successfully handling an irate customer?
3. Tell us about how you have handled a dissatisfied customer in the past.
4. Tell us about your experience in dealing with the public.
5. Give us an example of a situation you handled with superior customer service.
6. Tell us about a situation in which you dealt with a customer. What you would have done differently?
7. How would you handle a customer who used abusive language?
8. Tell us about your experience in working a customer service counter.
9. Name two criteria essential to establishing effective service standards.
10. What are some of the ways to measure customer/user satisfaction?
11. What steps can you take to establish a "customer first" attitude in the organization?
12. If you wanted to improve the service that you provide to your customers, what would you do first? What efforts have you made in your job to improve the level of customer satisfaction?

Inclusiveness

1. Define diversity.
2. Tell us about a situation in which you were required to work with diverse groups of people within your organization.
3. What was the most important step that you took to work effectively with diverse people?
4. To what extent have your assignments required interface with diverse populations?
5. In what kinds of situations do you find it most difficult to deal with people of varying interests or different backgrounds?
6. To what extent have you worked in an ethnically, socio-economically, and/or culturally diverse community?
7. Tell us about your experience in dealing with a variety of different people.

Leadership

1. One of the requirements for this position is that the individual be a self-starter. Give us an example of your ability to be a self-starter.
2. In a professional setting, are you a member or a leader of a team?
3. Define leadership.
4. What personal qualities should a leader have?
5. What is your strongest leadership skill? How will it assist you for this job?
6. Provide us with an example of your leadership ability.
7. What is the importance of leadership in the organization?
8. What role does leadership play for a supervisor or manager?
9. What have you done to develop your leadership skills?
10. Tell us about a situation in which you demonstrated your leadership ability.
11. What is the difference between a leader and a manager?
12. Discuss the different styles of leadership you use in accomplishing your management role.
13. What motivational techniques do you use with your work unit?
14. What can a supervisor do to enhance an employee's job and the employee's motivation?
15. What motivates employees?
16. A subordinate has not been successful on a task. How do you offer constructive feedback?
17. What are some of the ways in which a supervisor can motivate staff? Or de-motivate staff?
18. Tell us about a situation where you motivated your staff to extraordinary accomplishments.
19. Cite some of the circumstances under which a leader is not successful. What do you attribute this lack of success to?
20. How do you get your employees (or others) to follow you?
21. How do you use power or authority to get what you want done?
22. How do you delegate responsibility for an assignment? Who do you choose? What and how do you delegate, and what do you monitor and follow up?
23. How would you describe your management style?

Occupational Knowledge

1. What steps have you taken to enable you to become more effective in your current position?
2. What strengths will you bring to this position?
3. One of the responsibilities of the position is to better utilize technology when performing the functions of the office. Assuming that there is little use of technology in our office, what would you do to enhance the utilization of technology here?
4. If we were to offer you this position, how do you imagine that you would spend your first two weeks?
5. What computer software (word processing, spreadsheets, database) programs are you most comfortable using?
6. When you have to write letters, how do you usually get started?
7. How do you keep track of incoming and outgoing correspondence?
8. What do you think is important to document? How do you document it?
9. What responsibility do you have for budgeting? What budgeting method do you use?
10. Tell me about a time when you had to prioritize limited resources. How? What worked and what did not?
11. How far in advance do you typically plan activities for yourself and your employees?
12. How do you assess priorities? How do you then assign them?
13. How would you deal with "politics" in a work place?

14. What would you describe as an effective staff meeting? Ineffective?
15. How do you typically get cooperation from someone in another department?
16. Have you had to make an oral presentation to other managers? Explain.
17. Describe the most significant internal control weaknesses you ever identified and what you did to remedy it. What were the results?
18. Do you perform employee salary reviews? If yes, what is your approach?
19. Tell me how you go about creating an annual budget.
20. What problems do you have in staying within your budget?
21. Distinguish between planning for the short-, mid-, and long-terms.
22. How do you quantify the results of your activities as a manager?
23. How do you deal with unanticipated expenses? Can you give an example?
24. How do you defend the budget in your present position?
25. Did you ever have to restructure your budget in the middle of the fiscal period?
26. What approach did you take?
27. How would you create a budget in the position for which you are applying?
28. What do you do to welcome and orient new hires into your department or team?
29. If you were hiring someone for the job you are interviewing for, what three qualities would you look for?
30. What questions would you ask, or techniques you would use, to establish if the person was willing to do the job?
31. How many people have you hired in the past two years? Into what positions?
32. Do you have a favorite interviewing question?
33. Tell me about how you would budget for recruiting.
34. How do you handle personnel evaluations?
35. What's the first thing you look for on a resume or application?

Team Focus

1. How do you establish working relationship with new people?
2. How do you see your responsibilities as a group member?
3. What are the important qualities a person should have to become an effective team member?
4. What are the characteristics of a successful team?
5. Tell us about an unsuccessful team of which you were a member. What, if anything, could you have done differently?
6. Tell us about a successful team of which you were a member. What was the most outstanding characteristic of that team? What did you contribute?
7. What qualities do you have that make you an effective team player?
8. Do you work better by yourself or as part of a team?
9. What can you contribute to establish a positive working environment for our team?
10. What type of people do you work best with?
11. What factors would you consider in assembling a project team?
12. Name some of the pitfalls to be avoided in building an effective team.
13. Give us examples where you introduced ideas or processes that have made a team become more productive.
14. What actions can a supervisor take to establish teamwork in the organization?
15. What are the advantages, if any, of establishing team goals as opposed to individual goals?
16. Tell me about a time when you had to pull a team together quickly.
17. How, specifically, do you contribute toward an environment of teamwork?
18. What can you do to build teamwork here?
19. What has been the employee turnover in your department over the past two years?
20. How do you define employee morale?
21. What programs have you implemented to build morale among those reporting to you?

23. Describe the relationship you feel should exist between a supervisor and those reporting to him or her.

Experience and Education

1. How have your educational and work experiences prepared you for this position?
2. Why did you choose to major in the course that you have completed or that you are attending?
3. What aspect of your education applies to this position?
4. What have you done outside of formal education to improve yourself?
5. What training opportunities have you taken advantage of and why?
6. Tell us about yourself.
7. How are you qualified for this job?
8. How does your current job qualify you for this position?
9. How does your experience qualify you for this job?
10. Describe a typical day at your present position.
11. Tell us about a specific area of responsibility that you have enjoyed.
12. What were your three greatest accomplishments on your last job?
13. What are some of the things on your current job you have done well?
14. What have you learned from the jobs you've had?
15. What is the most difficult assignment you have had?
16. What accomplishment on the job are you the most proud of?
17. What steps have you taken to improve your job skills?
18. What significant contributions have you made to the operation of your work group?
19. How has your current position prepared you to take on greater responsibilities?
20. What makes you more qualified than the other candidates?
21. Why do you want to leave your current job?
22. How has your job prepared you to take on greater responsibility?
23. Tell us about your qualifications for this position.
24. What actions have you taken in the past years to prepare you for this position?
25. What steps have you taken in the past two years to improve your qualifications?
26. In the areas where your experience falls short for this job, what steps will you take to make up for this shortfall?
27. Describe yourself. What skills and abilities do you have?
28. Recall an incident where you made a major mistake. What did you do after the mistake was made? What did you learn from this mistake?
29. What is the greatest failure you've had? What would you have done differently?
30. What action on the job are you the least proud of?
31. Tell us about a difficult situation that you encountered and how you resolved it.
32. Please tell us about the most difficult job-related task you have faced.
33. Tell me about your last position(s).
34. What were your major responsibilities in your previous position?
35. What type of software/equipment did you use in your last position?
36. Are you doing a good job in your present position? How do you know?
37. What do you expect your previous employers to say about you when we call them for references? Why?

Supervision and Management Experience

1. What experience have you had in supervision?
2. What is the role of a supervisor?
3. What experience have you had in resolving grievances?
4. What experience have you had in investigating discrimination/sexual harassment complaints?
5. What do you like the best about supervision?

6. What do you like the least about supervision?
7. What has been your most positive experience in supervision?
8. What has been your most negative experience in supervision?
9. Which aspect of supervision did you feel the most comfortable with?
10. Which aspect of supervision did you feel the least comfortable with?
11. Give us an example of a situation that you handled which would demonstrate your ability to supervise.
12. Have you had any experience in applying the provisions of the Americans With Disabilities Act?
13. Having supervisory experience you may have run into problems with a member of your staff. What type of problem did you encounter and how did you handle it?
14. What aspect of supervision is most difficult for you and why?
15. What aspect of supervision is the easiest for you and why?
16. Tell us about your most difficult supervisory experience. How did you handle it?
17. Tell us about your most difficult supervisory experience. What did you learn from it?
18. Have you hired staff? What qualities did you look for?
19. Have you had an opportunity to supervise staff in a number of different functions, such as professional and clerical? Tell us about your experience.
20. Have you supervised volunteers? Tell us about your experience.
21. Under which circumstances would you refer an employee to the employee assistance program?
22. What is the most challenging situation that you've had with your subordinate supervisors? How did you handle it?
23. How would you assess your ability as a supervisor?
24. Describe your most ideal and least ideal boss.
25. What work-related items have you been criticized for in the past two years?
26. What characteristics are most important in a good manager/supervisor? How have you displayed them?
27. What do you do to ensure objectivity when you evaluate the work of others?
28. What sort of performance standards have you held employees to? Were they written?
29. How often do you evaluate your employees?
30. How do you get your employees involved in their own evaluation?
31. How do you evaluate your department's overall performance?
32. When you evaluate someone's performance verbally, what approach do you take?
33. How do you plan for performance improvements?
34. How do you measure performance in your area?
35. How do you go about developing the people you manage?
36. How do you help your employees become committed to a job or to the organization?
37. How do you deal with an "attitude" problem?
38. How often do you think it is necessary to meet with your employees?
39. How have you handled "complainers?"
40. How do you deal with an employee who needs to be disciplined? Explain your strategy.
41. What sort of employee training do you think is necessary to offer?
42. How would you handle a personnel situation, which might have a potential legal impact?
43. How do you develop trust and loyalty in your employee?
44. What areas are within your sphere of responsibility in your current position? How do you make sure that you know what is happening (problems, changes, etc.)?
45. How do you make sure that your employees are accountable?
46. What do you typically do when you hear of a problem in your area? Explain?
47. How useful have you found written procedures and guidelines in helping you manage your area?

48. Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?
49. What do you consider the three most impressive tangible contributions an employee can make to his/her employer?
50. What do you think an employee owes his/her employer?
51. What are the three or four bottom line (most critical) ways an employer can measure success of an employee?
52. What's the hardest thing about being a leader?
53. Are you a mentor to anyone? Who?
54. What is your philosophy of mentoring?
55. What does the word "success" mean to you?
56. What does the word "failure" mean to you?
57. Describe a problem that you solved using employee involvement.
58. Tell me about the most difficult employee situation you ever had to handle. What did you do and what was the result?
59. Tell me about an employee who became more successful as a result of your management.
60. Describe your system for controlling errors in your own work and the work of your staff.
61. Describe the people that you hired on your last job. How long did they last, and how long did they work out?
62. What has been your experience with major expansion or reduction of work force?
63. How many immediate subordinates have you removed from their jobs in the past few years?

Judgment

1. Describe a project that best demonstrates your analytical ability.
2. Tell us about a situation where you made a mistake. How did you handle the mistake and what was the resolution?
3. Under what circumstances should you bypass your supervisor and go to your supervisor's supervisor?
4. Give us a situation that illustrates your ability to exercise good judgment.
5. In instances where you are required to assert yourself, what do you do to assert yourself effectively?
6. Tell us of a time work quality had been compromised due to time constraints or resource constraints.

Problem Solving

1. What are the essential elements of effective problem solving?
2. Provide us with an example of your problem-solving ability.
3. Tell us about a situation in which you were required to analyze and solve a complex problem.
4. How have you incorporated collaborative problem solving in your organization?
5. What are the benefits of participative problem solving?
6. When you are confronted with an unprecedented decision, what do you do?
7. What should a manager do to minimize conflict at work? How much should he/she get involved in solving it?
8. How would you confront someone at work?
9. When (customers, vendors, co-workers, etc.) get angry with you, how do you usually react? How do you solve the problem?
10. What is the best way to handle problems and complaints that arise on the job?

11. What are some examples of important types of decisions or recommendations you are called upon to make? Describe how you went about making these types of decisions or recommendations. With whom did you consult?
12. Tell me what you have learned about reducing employee turnover.
13. What do you do to make the people around you feel important, appreciated and respected?
14. How do you prioritize your time?
15. What decisions are easiest for you to make and which ones are more difficult?
16. Most of us can think of an important decision which we would make quite differently if we made it again. Can you give any examples from your own experience?
17. Most of us become more astute decision-makers as the base of our experience broadens. In what respects do you feel you have improved as a decision-maker?
18. Describe a situation that required you to use fact-finding skills.
19. Tell me about a complex problem you had to deal with.
20. Tell me about a time when you failed to reach a goal.
21. At which point do you find it necessary to bring others into your decision-making process? Why?
22. How do you go about setting priorities for your time?
23. What information or technical support has helped you succeed on the job?
24. What process do you follow in solving problems?
25. What methods do you use to make decisions? Please give me an example of your approach.
26. In your last job what kinds of decisions did you have authority over? Describe the degree of authority you had over these decisions.
27. Can you describe how you go about solving problems? Please give us some examples.

Strengths and Weaknesses

1. We are looking at a lot of great candidates. Why are you the best person for this position?
2. What are your three personal strengths?
3. What can you contribute to our organization?
4. Assume that you're one of the top 2 candidates for this position. Tell us what may set you apart from the other candidate.
5. What are your strengths?
6. Give us three adjectives that others would use to describe you.
7. What makes an individual successful? Why do you think that these attributes make someone successful?
8. What part of your current job are you the most comfortable with?
9. What are your strong points and how have they helped you to succeed?
10. What skills do you have that you feel could enhance this position?
11. What do you know about our organization?
12. Where do you think your interest in this career comes from?
13. What motivates you to improve and progress in your career? Why are you motivated by these things?
14. To what do you owe your present success?
15. What goals have you set for yourself? How are you planning to achieve them?
16. Tell us about a situation that would exemplify your integrity.
17. What is your greatest weakness?
18. Name your three greatest weaknesses.
19. Which is the worst of your three greatest weaknesses? Why?
20. What are your weaknesses?
21. What part of your current job are you the least comfortable with?

22. What are your weak points? How have you overcome them?
23. What about yourself would you want to improve?
24. In which area do you need to make improvements in?
25. What are the three areas in which people would say you need to improve?

Organization and Time Usage

1. How do you feel a meeting should be organized to be most effective?
2. Do you like to juggle a lot of activities at the same time or do one at a time?
3. How do you keep track of your own paperwork, schedule, etc.? Explain.
4. How do you decide what you should work on next?
5. How do you monitor tasks that require your attention?

Motivation

1. What should a manager do to motivate others? Why does it sometimes fail?
2. What is your definition of success? How do you know if a project is successful?
3. What have you done since you were hired on your last job to be a more effective performer?
4. What have you done that has demonstrated a high level of initiative?
5. Describe two or three major trends in your profession today.

Career Goals

1. If you were hired, where do you see yourself five years from today?
2. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
3. How does this position fit into your overall career goals?
4. How do you feel about the progress you've made in your career to date?
5. What career objectives have you met?
6. What aspects of your career have not lived up to your expectations?

General

1. When we call your references, what's the worst thing they will tell us about you?
2. What do you think you can bring to us that someone else couldn't?
3. When you first work with someone, what do you do to help yourself understand him or her better?
4. What can you tell us about your accomplishments as a team member?
5. Describe your ideal supervisor.
6. What kinds of rewards satisfy you most, and how does getting them affect your work?
7. If you found out that you made a mistake that resulted in a customer missing a class, how would you handle it?
8. What was your biggest challenge in your current position and how did you handle it? What would you do differently if presented with the same situation again?
9. How do you plan your day/week? How do you organize yourself?
10. Tell us about a time when you had several tasks to complete in a limited amount of time and how you completed them.
11. Did you ever miss a deadline and how did you handle it?
12. Tell us about a time when you went above and beyond the call of duty.
13. How would you deal with an irate caller?
14. What did you like and dislike about your last job?
15. List examples of how you've gotten along with co-workers, even though you may have had a conflict in the past.
16. You are in a very competitive group of applicants. Tell us why we should hire you instead of another candidate.
17. What type of supervisor motivates you to do your best?

18. How did you prepare for this interview?
19. At the end of an interview ask, "Ask yourself a question and answer it." This will help show how well they think on their feet.
20. Why do you want to work with us?
21. What is our organization's mission statement?
22. Please draw a visual résumé.
23. Name one personal and one professional point or item that we do not know about you.
24. Tell us about a project or program that you have been responsible for that you are most proud of.
25. What cartoon character are you most like, and why?
26. Name three adjectives that best describe you.
27. How have you improved your ability to deliver exceptional customer service?
28. How do you handle it when your ideas are not implemented, especially when you know they would be worthwhile?
29. Who have you learned the most from? What was it? Why was it important?
30. We all have to relax our standards from time to time to get the job done. What's the most serious compromise you've had to make? How did it feel?
31. From your previous employment, describe which job and which manager got the most out of your potential and what made that situation so productive?
32. Pick any local park facility you are familiar with and tell us what we might do better to improve the maintenance or quality of that facility.
33. Explain all the steps you would take to develop a quality turf area from an empty field of weeds. Start from the basic site preparation and continue through the first cutting of the turf.
34. Tell us what your former/current employer would say about you.
35. Why should we hire you?
36. What is the one thing you are most proud of accomplishing in your present or most recent job?
37. Explain your level of ethics. How do you deal with authority figures that have lower ethical standards than yourself?
38. Have you ever lost your temper on the job?
39. What do you think the job entails?
40. How would your staff describe your management style?
41. What kind of work do you want to do?
42. How would your friends describe you?
43. What else should I know about you?
44. What's the most significant compliment anyone has ever paid you?
45. Is the customer always right?
46. How would you finish this sentence: Most people are basically _____?
47. If you could organize the world in one of three ways--no scarcity, no problems, or no rules--how would you do it?
48. What motivates you to put forth your greatest effort?
49. Describe your "dream" job.
50. What is the most important feature to you in a job?
51. Please rank the following from most important to least: job duties, hours, distance from work, pay, work environment.
52. Do you have a phrase/motto that you live your life by?
53. What does professional mean to you?
54. What does the term customer service mean to you?
55. Why Parks & Recreation?
56. What are some of the strengths or positive attributes that you would bring to our organization?
57. If you were hired, what would your first 3 to 4 major steps be?

58. What has been your most significant professional failure? What did you learn from the experience?
59. What person in the park and recreation profession do you most look up to? Why?
60. Why are you the best person for the position?
61. How would you handle a work crew with poor work habits or a staff member with a negative attitude?
62. How would you prioritize work projects?
63. What is your experience in the supervision of capital projects?
64. What is your experience in working with a variety of community-based boards?
65. How would you handle a situation where a City Council member asks you to do something contrary to city policy?
66. What do you enjoy most about your current job?
67. What types of programs are of greatest interest to you?
68. When you create a program, what are the three most important concepts that make it a success?
69. Explain a project that you worked on that had obstacles, and how you worked around the obstacles, and came to a successful conclusion.
70. How do you balance the work load of a "hard worker" with one that does the bare minimum?
71. Explain how you recently dealt with a difficult personality.
72. How would you deal with being in the middle...between the Director/Commission and staff/patrons?
73. Which have you preferred to work with – a set, planned day, or a day you can create for yourself? Why?
74. What new programs or services would you start if offered the position?

Graphic Resume Presentation Exercise

Candidate:

1. You have 10 minutes to design a graphic representation of your resume, using pictures only. Utilize the paper and writing instruments provided.
2. You will have five minutes to present your graphic resume to the Interview Panel.
3. Following your presentation, the Interview Panel will have five minutes to ask you no more than three questions which may or may not relate to your presentation.

Good luck!

Interview Panelists:

Each candidate has been given the following:

An instruction sheet
Writing instruments
A large sheet of paper or poster board

Each candidate will read the instruction sheet and begin the exercise. The objective of this exercise is for each candidate to prepare a graphic representation of his or her resume.

After this is done, each candidate will give a five minute oral presentation explaining the graphic resume to the Interview Panel.

Following each candidate's presentation, the Interview Panel will have time to ask a total of three questions which may or may not relate to the candidate's presentation.

Each candidate has a total of:
5 minutes of instructions
10 minutes to prepare
5 minutes to present
5 minutes to answer questions

Please be prompt with your questions.

Pre-Interview Written Exercise

Date:

To: Candidates for Parks and Recreation Director Position

Subject: Vision Exercise

Issue: If you are selected as the Parks and Recreation Director, you will have a variety of tasks and expectations awaiting you by our Board, the Mayor and our community. One of the first documents that you would most likely want to review is a recently developed strategic action plan intended to guide the department's future direction. One of the tasks facing the new Director will be to implement this strategic action plan. Undoubtedly, you will have many other issues to address during your first year. Please develop a written plan of action for how you would address what you perceive to be the most pressing issues facing the parks and recreation department and indicate in priority order what issues you would address and what your plan of action would entail.

Additional materials have been supplied for your review. They include:

- A benchmark study comparing our department with other departments from around the country.
- The department's latest budget.
- A copy of our latest program guide.
- The department's former strategic action plan.
- The department's latest annual report.

Mail your completed plan to: _____

Your plan must be received by: _____

Your plan will be copied for the interview panel, so please be sure it can be easily reproduced. You will be asked to answer questions about your plan during the interview process.

Pre-Interview Written Exercise

Interview Panelists:

This is a fact-finding, decision-making written exercise. Each candidate has been given a brief description of this task: *Develop a written plan of action for how you would address what you perceive to be the most pressing issues facing the Parks and Recreation Department and indicate in priority order what issues you would address and what your plan of action would entail.* The candidate's objective is to create a strategic vision plan for the future of the Department.

Each candidate has already been given this assignment. They are to have mailed their response in advance. Copies of the completed plans will be mailed to you prior to _____. This will give you the opportunity to review all candidates' materials prior to the day of the interviews. Between 9:30 and 10:30 a.m. on _____, each candidate will be given 10 to 15 minutes to present his or her vision plan. When this is completed, the Interview Panelists will have five minutes in which they may question the candidate to probe their quality of reasoning, self-assurance, ability to think and talk under pressure and planning skills.

Points in Assessing:

1. Only specific questions can be answered. If an answer is too general, respond by asking for more specific information.
2. Don't volunteer unsolicited information.
3. As soon as the candidate has presented his or her decision, challenge it. Ask why that decision was made; bring in unsolicited information and ask why it wasn't considered. Try to get the candidate to change his or her decision.
4. Don't apply undue stress.
5. End on a positive note.
6. Base your assessment on specific behaviors observed related to each of the measurable dimensions.

Use the attached note sheets to make notes regarding each candidate's presentation and response to questions.

Day-of-Interview Written Exercise – Ice Arena Issue

Issue: During the City’s budget development process, the newly-elected Mayor has suggested that the City’s only ice arena is in disrepair, needs extensive and expensive renovations and serves only the “elite” members of the community. His preliminary recommendation is to shut the facility down and reallocate resources dedicated to the ice arena to other City needs. The media has picked up on this story and the issue becomes front-page news. You have a member of your Board that agrees with the Mayor and others who are not quite sure what to do. In addition, the community has mounted a public relations campaign to “save ice sports.” The user groups representing youth and adult hockey participants, figure skaters and the general public have come in full force to City Council meetings to protest the Mayor’s recommendation. The City Council has at least one avid supporter of ice sports and the rest of Council just wants the issue to “go away.” You have just been hired as the new Parks and Recreation Director. The Mayor wants you to respond to the public’s outcry and assist him in determining a solution to this issue.

Using this information, draft a memo to the Mayor outlining relevant issues and your vision towards determining a solution. Elaborate on your ideas and give specific recommendations and justifications for any financial or programmatic changes that you would propose.

Here are some basic facts about the ice arena:

- The facility was constructed in 1966 as an open-air facility with an ammonia-based compressor system. The existing compressors are still in use today.
- The facility underwent a \$500,000 renovation in 1988 which included enclosing the facility and adding climate control equipment and locker rooms.
- The facility’s budget is approximately \$200,000, not including capital expenditures. Revenue generated is approximately \$130,000.
- Capital improvements required to bring the facility up to respectable standards have been estimated at over \$1 million.
- The department’s annual capital budget is approximately \$500,000 with a long list of other priorities. In fact, the five-year capital improvement plan has a backlog of over \$15 million in projects.
- The facility is open from mid-October through mid-March.
- There is no other ice arena in a 50-mile radius.
- The user base includes youth hockey (150 participants), figure skating (30 participants), club hockey (30 participants), adult hockey (30 participants) and public skating (approximately 15,000 visits per season).
- All of the user groups think they pay too much as it is to utilize the facility and are reluctant to pay higher fees for operational or capital expenditures.

Day-of-Interview Written Exercise

Interview Panelists:

This is a fact-finding, decision-making written exercise. Each candidate has been given a brief description of this task:

Using the information provided to you concerning the Ice Arena issue, draft a memo to the Mayor outlining your vision for addressing it. Elaborate on your ideas and give specific recommendations and justifications for any financial or programmatic changes that you would propose.

Each candidate has 45 minutes to prepare this exercise.

Each candidate will have 15 minutes to present his or her case. Interview Panelists will be given copies of each candidate's proposal.

Interview Panelist Letter

[Your Municipality]
[Street Address]
[City, State and Zip Code]

[Date]

[Name]
[Street Address]
[City, State and Zip Code]

Dear [Name]:

Thank you for agreeing to be a part of the Interview Panel to select a new Parks and Recreation Director position for [Your Municipality]. Interviews will be held on [Date] from [Time to Time] at [Place]. A directional map is enclosed.

Selecting a new Parks and Recreation Director is an important decision for our community. You have been asked to serve in this process because of your professional position and/or knowledge of the Parks and Recreation Department. A packet of information has been included that outlines the interview process, with a schedule of activities for the day.

Candidates have received in advance some background information about the Parks and Recreation Department, written instructions and a schedule of activities. The candidates have been asked to complete a written exercise that will be mailed to you prior to the interview day. Hopefully, this written exercise will generate some questions for each of the candidates based on their responses. Please review these documents before you arrive.

On [Date] at [Time], introduction of candidates will take place. Immediately afterwards, all interviewers will be provided with additional instructions and more details.

I know you realize how important this step is in relation to the future of our community. I look forward to working with you to select the best candidate and hope you have a valuable and enjoyable experience. If you have any questions, please let me know.

Sincerely,

[Your Name]
[Your Title]
[Your Municipality]

Enclosures

Interview Panelist Guidelines

The following are some general guidelines to assist you as a panelist in this interview process.

1. When observing a candidate, use the note page to describe the candidate's actions or behavior, rather than evaluating the candidate. The chance for evaluation will come after each exercise. Be specific and as descriptive as possible in taking notes.
2. When evaluating a candidate, try not to compare him or her to other candidates, but rather to your idea of the performance of a Parks and Recreation Director.
3. Refer to the job description so that you have a good understanding of the responsibilities of this position.
4. Beware of the carry-over from one exercise to another. Don't let poor or excellent performances in one exercise pre-judge your future ratings in another exercise.
5. Your job isn't to compare qualifications found on the application or resume. It's essential that you recognize that all candidates in the interview process have an equal chance to succeed based on their performance and ratings in the definitions found on the rating forms. Relevant experience and status within the profession aren't to be considered in your ratings. This information will be used in final decision making if a tie-breaker is needed.

Written Exercise Notes Page

Interview Panelists: Please enter all notes from your rating process under the appropriate category. Use the back of this page if necessary.

Candidate _____ Panelist _____

Work Characteristics:

Organization and Planning:

Leadership Behavior:

Interpersonal Skills:

Communication:

Specific Knowledge:

Measurable Dimension Definitions to Evaluate Candidates

Individual Work Characteristics

1. Activity level – Operates consistently at fast pace. Maintains energy level.
2. Thoroughness – Careful and meticulous. Checks everything.

Organization and Planning Skills: Does the individual demonstrate an ability to establish control and structure situations to solve problems more easily?

1. Planning and organizing – Well organized, systematic. Plans carefully before taking action.
2. Priorities – Sets goals and objectives. Makes assignments. Sets goals and plans for meeting them.

Leadership Behavior: Is the individual able to get others to follow in the solution of a task? What style of leadership does the individual demonstrate?

1. Reaction from others – Do you believe others will see the individual as a leader? Would a group follow this individual?
2. Inclusive leadership – Will attempts to be a leader result in others feeling a part of the solution?
3. Style of leading – Very directive, authoritarian or non-directive, democratic.
4. Effectiveness – Gets tasks done through others. Task is accomplished with individual as the leader. Builds supportive relationships. Able to convince others of ideas.

Interpersonal Characteristics: How effectively can the individual communicate?

1. Oral communication – Easily understood. Good voice inflection. No excess words. Good eye contact.
2. Effectiveness – Makes point or communicates effectively with audience.

Decision-Making Behavior: Is the individual able to seek out and evaluate certain facts? Can the individual determine the source of a problem and put elements into meaningful relationships and make sound judgments?

1. Searching for alternatives – Looks for possible situations for a given problem.
2. Judgment – Makes sound decisions which consider the major aspects of the situation and are designed to alleviate problems.
3. Decisiveness – Makes decisions rapidly. Does not change position when confronted by others except when it is appropriate.

Perception: Does the individual evaluate people accurately as well as see the major elements for a problem?

Delegation: Does the individual delegate to others when given the opportunity? How is this delegation accomplished?

1. Administrative – Writes notes to direct subordinates to deal with problems.
2. Face-to-Face – Directs the efforts of others in a group by utilizing them to solve problems.

Interview Ranking Form

		Candidates	/	/	/	/	/	/
1.	Creativity							
2.	Self-Starter							
3.	People Skills							
4.	Assertiveness							
5.	Full-Time Experience							
6.	Writing Skills							
7.	Enthusiasm							
8.	Recreation Philosophy							
9.	Supervisory Experience							
10.	Program Planning/Leading							
11.	Appearance							
12.	On Time for Interview							
13.	Questions Asked							
14.	Professional Knowledge							
15.	Verbal Skills							
16.	Marketing Experience							
17.	PRPS Member							
18.	CPRP							
19.	Computer Knowledge							
20.	Board Experience							
21.	Program Ideas							
22.	Grant Writing							
23.	Community Knowledge							
24.	Swimming Pool Experience							
25.	Resourcefulness							
26.	Preparation for Interview							
27.	Problem Solving Skills							
28.	Financial Management Skills							
29.	Overall Impression							
30.								
31.								
32.								
	TOTALS							

Under each heading, give each candidate a numerical rating based on the following:

5 – Exceptional 4 – Above Average 3 – Average 2 – Satisfactory 1 - Unsatisfactory

Job-Offer Letter

[Your Municipality]
 [Street Address]
 [City, State and Zip Code]

[Date]

[Selected Candidate]
 [Street Address]
 [City, State and Zip Code]

Dear [Selected Candidate]:

This letter is to confirm our verbal conversation on [Date] regarding the offer of a position as [Job Title] at [Your Municipality] at a salary of [\$ Amount] per year.

We will expect you to begin work for [Your Municipality] on [Date]. This position is subject to a six-month probationary period.

One of the final steps in the decision to hire employees at [Your Municipality] is the completion of several employment screening activities which may occur after you receive this conditional offer of employment. This offer is contingent upon a satisfactory outcome of these employment screening activities including a criminal history check, child abuse clearance and credentials check. The determination of "satisfactory" is at the sole discretion of [Your Municipality]. If we determine through this screening that satisfactory results have not been obtained, or that your stated qualifications or credentials are not confirmed, this conditional offer of employment is void, and you will not be employed by [Your Municipality].

Please confirm your acceptance or declining of this job offer by signing this letter below and returning it to my office by [Date]. If you fax it, please follow-up with the original through the mail. Please keep the copy of this letter for your records.

If you have any questions, please let me know. We hope you will accept this job offer and look forward to welcoming you.

Sincerely,

[Your Name]
 [Your Title]
 [Your Municipality]

Accept Job Offer

Your signature below represents acceptance of this job offer.

NAME/SIGNATURE

DATE

Decline Job Offer

Your signature below represents declining of this job offer.

NAME/SIGNATURE

DATE

Unsuccessful Interviewee Letter

[Your Municipality]
[Street Address]
[City, State and Zip Code]

[Date]

[Applicant]
[Street Address]
[City, State and Zip Code]

Dear [Applicant]:

The [Your Municipality] enjoyed meeting you when you interviewed for our position opening. We are very impressed with your qualifications.

However, we are looking for a specific set of skills and abilities that do not completely match your strengths. As a result, you have not been chosen for the position.

We thank you for your interest in employment with us, and wish you all the best as you continue your job search.

Sincerely,

[Your Name]
[Your Title]
[Your Municipality]

New Hire Checklist for Full-Time Employees

Employee Name _____

Program Area _____

	For all employees:	Processed by:	Date:
	Personnel action notice		
	W-4		
	Payroll direct deposit form		
	I-9 form		
	Employment application		
	Copy of Social Security card		
	Copy of driver's license/photo ID		
	Confidential emergency medical info		
	Proof of EMS tax paid		
	Workers compensation form		
	Benefit enrollment forms:		
	Dental insurance		
	Health insurance		
	Credit union		
	Flex spending		
	Pension		
	Driving record check		
	Criminal record check		
	Child abuse history clearance		
	Disclosure statement		
	Megan's Law website results		
	Dept. of Justice website results		
	Choicepoint clearance results		
	Computer hookups and passwords:		
	Email account		
	Telephone long distance code		
	Copier code		
	Code to arm/disarm alarm system		
	Voice mail/passwords		
	Keys/building access		
	Cell phone		
	Order business cards		
	Staff survey		

Administrative Review: _____ Date: _____

New Employee Orientation Checklist

Recreation Commission Overview

- Function of agency
- History
- Mission statement
- Customer service philosophy
- Organizational chart & chain of command
- Board members & meeting dates
- Image
- Confidential information/release of info
- Staff home addresses & phone list
- Staff email addresses & phone extensions
- Annual report
- Rec guide & program explanations
- Funding partners- city, school district & twp

New Hire Paperwork

- W-4
- Payroll direct deposit form
- I-9 form
- Employment application
- Copy of social security card & drivers license
- Medical emergency forms
- Workers compensation forms
- Benefit enrollment forms:
 - Dental insurance
 - Health insurance
 - Credit union
 - Flex spending
 - Pension
- Driving record check
- Criminal record check
- Child abuse record check
- Disclosure statement
- Computer hookups and passwords:
 - Email account
 - Telephone long distance code
 - Copier code
 - Code to arm/disarm alarm system
 - Voice mail/passwords
- Keys/building access
- Cell phone
- Order business cards
- Staff survey

Employee Job Function

- Job description
- Performance expectations & evaluation
- Attendance/punctuality
- Work & program status
- Catch-up meetings
- Work week/hours of work
- Filling out time sheets
- Meal & break periods, when & how long?
- Work schedule changes, how handled
- Flextime
- Bi-monthly report & program status

Tour

- Introduction to co-workers
- Tour of facilities
- Map of facility locations
- Parking rules
- How to answer the phone & make calls
- Location of supplies & how to request
- Location of restrooms & break areas
- Location of refrigerators for lunches
- Thank you notes
- In/out board
- Fire extinguishers, exits & alarms
- Location & care of office equipment:
 - Fax
 - Copier
 - Laminator
 - Folders
 - Duplicator
 - Large format printer
 - Network printers
- Storage areas
- Bulletin boards
- Rules regarding food/coffee/cleaning up
- Mail boxes & outgoing mail, drop slot
- Originals file

Policy & Procedure Information

- Employee handbook
- Six months probationary period
- Employee benefits
- Employee complaints
- Job injury
- Internet use
- Email use
- Cell phone use
- Use of volunteers
- Processing contractors
- Processing new employee on payroll
- Recycling
- City, school district & township contact lists
- Responsible use of computer equipment
- Vehicle use policy
- Office attire
- Personal use of equipment
- Policy on speaking to the press
- Handling customer complaints
- Refund policy
- Bounced check collection
- School district calendar
- Program access regardless ability to pay
- Petty cash, start up cash
- Inclement weather policy
- Vendor information
- Expense reimbursement
- Purchase order procedures
- City & school district permit procedures
- Room scheduling book
- Revenue/expense reports

Payroll

- Rate of pay
- Pay dates
- Direct deposit
- EMS tax: paid or unpaid
- Problem with pay check who to contact
- When time sheets are due

Leaves & Absences

- Holidays
- Leave types:
 - Vacation, how to request
 - Sick leave, how to notify
 - Family & medical leave
 - Funeral & bereavement leave
 - Military leave
- Leave request form

Miscellaneous

- Program participation
- Staff apparel
- Professional organizations: PRPS

Other

- _____
- _____
- _____
- _____
- _____

I have discussed the above topics and have provided a copy of this checklist to _____.

Supervisor Signature

Date

My supervisor has explained the above to me and has given me a copy of this checklist.

Employee Signature

Date

Appendix

Job Description: Recreation and Parks Director

Job Definition

This is an administrative position with full responsibility for directing and coordinating all park areas and recreation programs. Work is performed in accordance with professional recreation practices and standards, and requires administrative judgment, initiative and planning ability in the organization of department functions. The application of a specialized body of knowledge and extensive pre-employment education and training is required. The employee is directly responsible to the governing authority or the chief administrative officer and has full supervisory responsibility for full-time, part-time and volunteer park maintenance and recreation program staff. Day-to-day decisions at this level are final; however, policy decisions are reviewed by the governing authority. Work is reviewed directly by the governing authority by means of reports, direct observation of programs and completed projects for achievement of desired goals and objectives.

Duties and Responsibilities

Administration:

- Establishes, implements and reviews agency management policies and procedures to the end that maximum service may be provided at a reasonable cost.
- Provides staff assistance to the recreation and parks advisory board and works with this board to formulate policy recommendations to the governing body.
- Directs the formulation and regular update of goals and objectives for short and long range planning to meet community needs for adequate park and recreation space, programs, personnel and facilities.
- Develops and maintains close working relationships with appropriate school district officials, community interest groups and recreation providers in order to maximize community resources and avoid duplication of services.
- Prepares annual and special reports on departmental performance, including supportive statistical information and charts to keep the governing authority informed of agency activities.
- Develops and maintains a risk management program for park facilities and recreation programs to insure that residents are recreating in a safe environment.

Program:

- Directs the development, implementation and management of a comprehensive year-round recreation program to insure program offerings are both responsive to the public and cost effective.

Staff:

- Directs the recruitment, selection, training and job assignments of agency personnel.
- Develops and maintains effective communication with other department heads and facilitates good work relationships among staff members.
- Promotes and directs the development of the ongoing use of volunteers to complement agency workforce.

Areas and Facilities:

- Directs the planning, acquisition, design and construction of recreation, open space and park facilities under the control of the agency to insure that the proper procedures and specifications are followed.
- Develops and supervises a maintenance management program for all areas and facilities enhancing optimum use in support of the community recreation program.
- Reviews proposed residential subdivisions for mandatory dedication requirements and recommends appropriate park and recreation needs in accordance with comprehensive recreation and open space plan and subdivision ordinances.
- Oversees park area and recreation facility use and scheduling by developing and adopting standardized rules and regulations and reservation permit forms and fee schedules.
- Spearheads the development of a trail and greenway network connecting schools, parks and neighborhoods, including securing funding.

Finance:

- Prepares and justifies an annual operating and capital improvement budget for submission to the governing authority.
- Directs, controls and accounts for the expenditure of agency funds in accordance with budget appropriations.
- Monitors, reviews and for policy changes seeks approval by the governing body for the implementation of a fair and equitable system of fees and charges for various agency facilities and programs.
- Seeks and administers state and federal grants and other non-tax funds to find alternative sources of revenue for recreation and parks projects.

Public and Community Relations:

- Interprets to the public the agency's services and its philosophy and objectives so that the community has a better understanding of the agency's functions.
- Directs a comprehensive, high-profile public relations program utilizing all available media to keep the public informed of agency activities.
- Investigates and acts upon complaints concerning agency services and facilities within two working days.
- Promotes community involvement in the park system through the creation of friends groups and adopt-a-park programs.

Knowledge, Skills and Abilities

- Knowledge of modern principles and practices of administration, recreation programming and maintenance management.
- Knowledge of the basic principles and practices of employee selection, supervision, training and staff relations.
- Capacity for cooperating with and interpreting recreation and parks to local government and school district authorities, elected officials, community agencies and the general public.
- Knowledge of fiscal policies and procedures as they apply to the financial management of a park and recreation agency.
- Knowledge of safety rules, regulations and procedures pertaining to the operation of park facilities and recreation programs.
- Knowledge of grant application requirements and alternative funding non-tax sources of revenue for park and recreation agencies.
- Initiative and creativity in planning, promoting and publicizing recreation and parks services.
- Ability to communicate effectively orally and in writing.
- Ability to work and deal effectively with people and to establish effective working relations with other community organizations and government agencies.
- Ability to exercise mature judgment in developing, applying and interpreting agency policies and procedures.
- Ability to direct and supervise the work of others.
- Skill in the use of computer for basic agency applications.

Qualifications

Graduation from an accredited college or university with a Baccalaureate Degree in Recreation and Parks. Minimum of five years of progressively responsible experience in recreation and parks management, with at least one year in a top supervisory position. A Master's Degree in Recreation and Parks can serve as one year of experience. Must possess valid PA driver's license or the ability to obtain the license within 30 days of employment and have access to a vehicle. Pennsylvania Recreation and Park Society professional certification.

Prepared by: _____

Approved by: _____

Date: _____

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.

Job Description: Recreation Program Supervisor

Job Definition

This is an administrative position with full responsibility for the operation and promotion of a comprehensive schedule of recreation programs and special events for community members of all ages. The position is professional and functions under the direct supervision of the Recreation and Parks Director.

Duties and Responsibilities

- Plans, organizes and administers a comprehensive recreation program for all ages to include sports, arts and crafts, nature, music, drama, dance, games, social recreation, special events, day camps, and specialized classes and activities.
- Keeps accurate attendance and registration reports on a monthly basis.
- Assists with fundraising projects and solicits donations and prizes.
- Serves as a program instructor, leader or chaperone when needed.
- Supervises the purchase, issuance and inventory of equipment and supplies for programs.
- Assists with preparation of yearly budget and has direct responsibility for specific income and expense budget accounts.
- Seeks and implements new program ideas.
- Prepares promotional material including news releases, public service announcements, program flyers and posters to recruit participants into activities.
- Prepares financial and evaluation reports for programs.
- Conducts interviews of part-time and seasonal staff and hires, trains and supervises them.
- Supervises the operation of swimming pools.
- Prepares schedules, standings and statistics for sports leagues.
- Supervises the operations of concession stands.
- Prepares and submits grant applications for program funding. Monitors and coordinates the implementation of grant programs once received.
- Implements evaluations to be completed by program participants.
- Oversees program registration and fee payments, and sets program fees.
- Handles complaints and suggestions from program participants.
- Coordinates and encourages parental involvement in programs.
- Implements safe and proper procedures for discipline, accident reports and first aid for each program. Insures that all areas, facilities and equipment are safe and used properly.
- Coordinates use of schools, school announcements, school assemblies and program flyer distribution with principals and secretaries.
- Maintains regular contact with school principals and custodians regarding use of schools, and with parks staff regarding use of parks.
- Recruits volunteers for programs and coordinates recognition efforts.
- Works closely with other community agencies to coordinate partnership opportunities.

Knowledge, Skills and Abilities

- Thorough knowledge of the theory and philosophy of recreation and the ability to interpret this philosophy to others.
- Understanding of the varied recreation activities which make up a community recreation program, and technical ability to direct their optimum use.
- Ability to formulate and administer recreation programs to meet community needs.
- Administrative skill in the organization, development and maintenance of a comprehensive community recreation program involving the operation of areas and facilities and the recruitment, selection, training and supervision of staff.
- Able to work flexible hours, evenings and weekends.
- Time management skills.
- Strong oral, written and interpersonal communication skills.
- Capacity for cooperating with and interpreting recreation to public and private organizations and the general public.
- Ability to exercise good judgment in evaluating situations and making decisions.
- Ability to establish and maintain good working relationships and effectively represent the agency to cooperating organizations and the public.
- Initiative, persistence and ability to inspire the best efforts of others.
- Knowledge of local government and school district operations.
- Public speaking ability.

Qualifications

Graduation from an accredited college or university with a Baccalaureate Degree in Recreation and Parks or a related human service field. Minimum of two years of responsible experience in supervising, administering, organizing and leading municipal recreation programs. Must possess valid PA driver's license or the ability to obtain the license within 30 days of employment and have access to a vehicle. Must possess Park and Recreation Professional Certification or have the ability to obtain it within one year of employment.

Prepared by: _____

Approved by: _____

Date: _____

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.

Job Description: Parks Superintendent

Job Definition

This is an administrative position with full responsibility for planning, organizing, directing, scheduling and evaluating the daily maintenance and repair of neighborhood, community and linear parks and recreational facilities including natural areas, turf and athletic fields, playgrounds, buildings, courts, landscaping, trails and pavilions. The position is professional and functions under the direct supervision of the Recreation and Parks Director.

Duties and Responsibilities

- Assigns, supervises, trains, counsels, and evaluates full-time, part-time, seasonal / temporary maintenance employees and volunteers.
- Receives, investigates and responds to inquiries and complaints received from the public, staff, appointed and elected officials.
- Prepares oral and written reports as required in a clear and organized fashion.
- Participates in the development and management of the department operating and capital budgets including preparation of cost estimates; procurement of capital and minor equipment, materials and other goods and services; monitors and controls all assigned budget items to insure efficient use of materials, equipment, labor and contracted services; prepares grant applications, manages and document all awards; prepares bid specifications, request for proposals, request for qualifications and manages the advertising, and selection process; participates in development and management of contracted services.
- Works cooperatively with Roads Foreman as required to share resources needed to efficiently maintain parks and roads.
- Works cooperatively with the Department staff to provide coordinate the Parks Maintenance and Capital Construction Functions with recreation programming, special events, facility reservations, department promotion, etc.
- Performs and documents periodic inspections of park areas and facilities to insure they are safe and in proper condition to be used for their intended purpose; determines the appropriate course of action to correct deficiencies make improvement to improve safety and usability.
- Develops, conducts an on-going assessment and evaluates of the routine and preventative maintenance programs and security plans for all department areas, facilities and equipment in order to provide an efficient and effective system that achieves department goals.
- Assists with the planning and design of major capital construction and rehabilitation projects and land acquisitions. Works with consultants and contractors to manage these contracts and projects.
- Reviews and investigates union employee grievances and takes appropriate action.
- Serve as a member of Township and community committees as assigned.

- Attend professional conferences, workshops and seminars to stay abreast of developments and to maintain certifications.
- Speak to public, professional and service groups regarding parks programs.

Knowledge, Skills and Abilities

- Parks and recreation facility construction, rehabilitation and maintenance practices, procedures, standards, laws and regulations.
- Natural resource conservation, protection and maintenance practices.
- Turf and athletic field maintenance.
- Occupational safety hazards and standard risk management practices and procedures.
- Personnel management practices including hiring, performance evaluation, motivation, feedback, discipline and discharge; supervision; providing on-job-training and developing a training and education plan.
- Computer application and data processing applications.
- Read and understand blueprints, drawings, specifications and contract documents.
- Utilize computer programs to implement an automated maintenance management system; create documents, reports and correspondence; and develop presentations.
- Manage multiple and ever changing priorities, projects and demands.
- Work irregular hours including evenings, weekends and holidays.
- Apply supervisory principles and knowledge to solve problems.
- Read, interpret, explain and enforce applicable laws, regulations, Township policies, rules and regulations.
- Establish effective relationships with elected and appointed officials, employees, management staff, members of the public, vendors, partners, contactors and consultants.
- Perform mathematical calculations accurately to prepare and manage budgets, prepare and evaluate cost estimates, calculate chemical applications, etc.
- Evaluate programs and services, make recommendations and follow through with a course of action.
- Prepare complex reports and present recommendations, reports, facts and ideas in a clear and organized fashion.
- Understand and follow oral and written instructions.
- Communicate effectively in oral, electronic and written form.

Qualifications

Graduation from an accredited college or university with a Baccalaureate Degree in Recreation and Parks or a closely related field. Minimum of four years of supervisory experience in park management, maintenance operations, capital construction, natural resource management, or athletic field and sports turf management. Must complete an extensive background check including but not limited to PA Department of Welfare, PA State Police and FBI investigations. Must possess valid PA driver's license or the ability to obtain the license within 30 days of

employment and have access to a vehicle. Must possess or have the ability to obtain within one year of employment: Park and Recreation Professional Certification, Pesticide Applicator License. National Playground Safety Institute Certification. CPR and First Aid Certification.

Prepared by: _____

Approved by: _____

Date: _____

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.

Montour Area Recreation Commission Position Description: DIRECTOR

Position Summary:

The Director serves as the principal administrator responsible for carrying out the strategic plans and policies for recreation within Montour County, PA, performing his/her duties under the direction of the Montour Area Recreation Commission. The Director's general areas of responsibility include administration and support, facilities management, delivery of programs and services, budget, and community and public relations.

General Duties:

Under the direction of the Montour Area Recreation Commission, the Director shall be responsible for the following deliverables:

- Administration and Support - Supports programs and services by advising and informing Commission members, interfacing between the Commission and staff, and supporting the Commission's performance evaluation of himself/herself by making improvements as suggested by the Commission.
- Facilities Management – Provides direction, planning, maintenance, and control of all outdoor recreation areas, buildings, parks, swimming pools, and related facilities under the jurisdiction of the Commission (e.g., sports fields, playgrounds, trails, etc.). Builds/expands new facilities consistent with the approved Montour County Recreation Plan and sees to it that a viable business plan is in place prior to the creation of new facilities. Ensures facilities are operated and maintained in a manner that provides for the safety and security of employees, members, and visitors at all times.
- Programs and Services - Oversees creation, design, marketing, scheduling, delivery, and quality of a variety of recreational, athletic, and instructional programs, products, and services. Serves as official liaison between the Commission and community organizations to effectively coordinate activities and operations to maximize efficient administration and utilization of recreation assets. Periodically updates, expands, adds, and deletes recreational programs and services to best meet the needs and interests of County residents, consistent with values and guidance of the Commission. Organizes and coordinates recreation volunteers as needed to execute programs and services.
- Budgeting– Prepares and recommends yearly budget for Commission approval and prudently manages the organization's resources within those budget guidelines according to current laws and regulations and generally accepted accounting practices. Is accountable to the Commission for financial results/fiscal health within his/her control.
- Community and Public Relations - Assures the organization and its mission, programs, products, and services are consistently presented in a strong, positive image to relevant stakeholders. Establishes and maintains close working relationships and sustains and builds partnerships with participating area municipalities, businesses and organizations providing recreation services, and local media. Participates in grant seeking and fundraising. Conducts needs assessments and user community surveys as directed by the Commission in order to seek broad input on quantity and quality of facilities, programs, and services and to continuously improve them.

- Other duties as assigned.

Qualifications/Skills:

Bachelor's degree from an accredited university/college required, with attainment of a graduate degree in recreation, public administration, business administration, or related field desirable. Minimum of 4 years experience in related field preferred.

Incumbent must possess strong leadership skills in promoting and advocating the organization's mission and goals; promote cooperation and teamwork among stakeholders and clients; embrace progressive change and cope effectively with adversity; exercise sound business and ethical judgment; make timely and sound decisions; and formulate policies and planning recommendations to the Commission and implement the courses of action in operations through appropriate delegation to and involvement of volunteers and community. Ability to plan, organize, and manage multiple work activities is critical. Strong verbal and written communications, particularly with regard to public tact and diplomacy, are essential. Experience or thorough working knowledge in financial budgeting and management required.

First Approval by: _____ **Date:** _____

Concurrent Approval by: _____ **Date:** _____

Parks Maintenance Foreman – Position Description

PRIMARY FUNCTION

Under the direction of the Parks Superintendent or designee, the Foreman plans, organizes, directs, supervises and coordinates the work activities of full and part time staff, community service workers, volunteers and others and performs a wide variety of maintenance, service, repair, construction functions to provide parks, recreation areas, buildings, trails, and other facilities that are safe, useable and attractive in accordance with established department policies.

PRIMARY DUTIES AND RESPONSIBILITIES

- 1 Plan, organize and coordinate the maintenance and repair program for parks, recreation areas, buildings, trails, other facilities and all department maintenance equipment in accordance with established department policies and program needs.
- 2 Schedules, supervises and directs the work activities of assigned staff, community service workers, volunteers and others in the daily maintenance of parks, recreation areas, buildings, trails, and other facilities.
- 3 Perform assigned personnel functions including, but not limited to, training, scheduling, conducting performance appraisals, administering constructive discipline, and commending personnel.
- 4 Inspect areas and monitors assigned work on a regular basis to ensure compliance with established maintenance standards. Adjust maintenance to meet established standards.
- 5 Performs safety inspections on department parks, recreation areas, playgrounds, trails and other facilities to ensure that they are safe for use by the public and if hazards exist to determine the level of hazard and appropriate response.
- 6 Maintains landscaping, which may include planting of grass, trees and shrubs, mowing grass, removing weeds, spraying chemicals, fertilizing and watering.
- 7 Communicate, educate, and when needed enforce established departmental policies, rules and regulations to both facility users and staff.
- 8 Maintain adequate inventory of equipment and supplies. Coordinate authorized purchases with the Superintendent and ensure compliance with budget. Prepare bid/quote specifications as required.
- 9 Coordinates and monitors contracted service work to ensure compliance with specifications.
- 10 Make recommendations to the Superintendent regarding maintenance, repair, and replacement of equipment and facilities.
- 11 Develop maintenance practices that will meet established departmental standards and maximize efficiency and efficacy, are cost effective, and represent the least safety risk to both employees and facility users.
- 12 Instruct employees in the proper care and preventative maintenance of equipment, machinery, tools and building systems.
- 13 Conduct training and orientation for new employees, employees assigned to new positions, community service workers, volunteers and others. Review and monitor performance to adequately evaluate personnel and identify additional training needs.
- 14 Report any and all unusual incidents that result in an injury to employees, volunteers, or park visitors or result in damage to equipment or facilities to the Superintendent. Complete and file applicable reports with the Parks and Recreation Office and when appropriate with the Township Police Department.
- 15 Maintain equipment and property inventory.
- 16 Completes, submits and maintains all required administrative records and reports as assigned.
- 17 Perform other related duties as assigned.

MINIMUM QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

- 1 Knowledge of:
 - Principles and practices of supervision, training, motivation, and counseling.
 - Materials, methods, and techniques commonly used in the maintenance of parks, facilities and related equipment.
 - Tools and equipment (motorized and hand) used in maintaining and repairing parks, recreation facilities, trails, buildings, and grounds.
 - Equipment maintenance, carpentry, electrical, painting and plumbing skills, techniques and methods.
 - Occupational hazards and standard safety practices.

- 2 Ability to:
 - Schedule, coordinate, direct, and monitor the work of assigned employees.
 - Train and evaluate employees.
 - Establish priorities, organize tasks, and adhere to established budgets and time frames.
 - Work toward established goals.
 - Communicate effectively both orally and in writing.
 - Establish and maintain effective working relationships with supervisors, subordinates, co-workers, and the general public.
 - Work with a minimum of supervision and to exercise independent judgment.
 - Conform to a work schedule that includes varied locations, days, hours, overtime, weekends, holidays, and 24-hour call-up.
 - Safely operate a variety of hand and power equipment in a safe and effective manner.
 - Participate in the scheduling and removal of snow using walk behind blowers, shovels, tractors and trucks.
 - Tolerate work, which may include exposure to potentially hazardous chemicals and equipment.
 - Tolerate considerable walking, standing, lifting, kneeling, and stooping in the performance of duties.
 - Safely lift and move items weighing in excess of 100 pounds.
 - Trouble shoot difficult problems and develop a plan of action to correct.
 - Prepare complex reports.
 - Do sustained physical work with necessary agility.
 - Perform skilled or semi-skilled maintenance and repair work.
 - Read and understand drawings, specifications, and contract documents.
 - Interpret, explain and enforce maintenance policies and procedures.
 - Interpret and apply Township policies, procedures and regulations.
 - Perform a variety of manual tasks for extended periods of time and in unfavorable weather conditions.
 - Perform heavy manual labor.
 - Meet schedules and timelines.
 - Be aware of occupational and public safety hazards and utilize standard safety practices.

- 3 Licenses and certifications:
 - Must possess a valid Commercial Driver's License (Class A) and a good driving record.
 - Must possess a valid PA Department of Agriculture pesticide applicators license (categories: 7 and 23) or be willing to acquire immediately after being hired.

- 4 Education and Experience:
 - An Associate's Degree in Parks and Recreational Management, Turfgrass Science, Horticulture, Landscape Contracting is desirable.
 - Three years experience in parks, golf course or landscape care and facilities maintenance, including one year in a supervisory position.
 - Previous experience supervising a union shop setting is a plus.

Special Events Director - Office of the Director
Parks and Recreation Department

Definition

The Special Events Director is a management level position within the Department of Parks and Recreation responsible for the administration, coordination, development and planning of all major and minor City sponsored special events. Additional responsibilities include administration of Park Permits, promotion of Department and the City. Represent city on a number of special projects both directly related and non-related to the Department and City operations and act as City liaison with variety of civic, public and governmental groups. General supervision is provided by the Department Director. Employee in this position must possess strong written and oral communication skills.

Equipment/ Job Location

The Special Events division of the Office of the Director falls within the Parks and Recreation Department and is located in the City Government Center. Special Events are held throughout the City and often occur with and sometimes outside the City' s park system.

Essential Functions

Responsible for the creation, coordination and implementation of all special events in the City such as: American Musicfest, Kipona Celebration, fireworks, parades, concerts, festivals, etc; responsible for coordination of volunteers and staff to perform various support functions at all special events; responsible for all administration, including financial accountability and management of all special events; responsible for the solicitation of community corporations and businesses for both financial contributions as well as in-kind services; responsible for all promotion planning and advertising for all special events including the creating and maintaining departmental and/or event oriented internet websites, maintains and submits staff hours at the end of each pay period, makes recommendations regarding materials, equipment and supplies to be purchased; responsible for facility scheduling and some programming; assists with inter-agency support for various projects; prepares and submits reports as required; in the absence of the Director, may act in such a capacity; ability to maintain accurate records; thorough knowledge of trends in amusement, entertainment, leisure services and internet site style, creation and development; thorough knowledge of trends in amusement, entertainment, and leisure services industry. This position requires significant amount of time nights, weekends, and holidays. Maintains regular, punctual and predictable attendance. Reports to work and remains at work in a productive condition which includes not being under the influence or impaired by the use of alcohol and/or drugs. Establishes and maintains an effective working relationship with supervisors, co-workers and the general public. Completes all assignments in an efficient, consistent and timely manner.

Required Knowledge and Abilities

- Good knowledge of City payroll policies and procedures.
- Thorough knowledge of departmental policies and procedures.
- Thorough knowledge of management procedures.
- Thorough knowledge of bookkeeping practices.
- Thorough knowledge of the City's computer applications and desktop publishing, and internet creation and publishing software.
- Ability to communicate effectively in written and oral form.
- Thorough knowledge of City recreation work and public relations.
- Ability to create, coordinate and implement various programs and activities.
- Ability to obtain support from public and private groups and organizations as well as the general public.
- Valid Pennsylvania Drivers license.

Qualifications

- Completion of a bachelor's degree in Parks and Recreation, Business Administration, Marketing or a related program of study with a minimum of four years experience in special event planning, or business management or marketing.
- Any acceptable combination of the above.

SENIOR CENTER MANAGER

Nature of Work - The Senior Center Manager is responsible for the total operation of the senior center and implementation of program objectives. The position is professional, and functions under the direct supervision of the Executive Director and the Office of Aging Senior Center Supervisor.

Examples of Work - (This includes all other job-related duties, responsibilities, and projects as assigned.)

- Plans, organizes, supervises and conducts a variety of activities (educational and recreational) independently and with direction from Senior Center Supervisor and Activities Coordinator.
- Stimulates cooperation of group participants and strives to maintain group interaction and involvement.
- Establishes a center atmosphere and routine that will facilitate a smooth daily operation.
- Supervises the serving of the noon meal daily.
- Maintains necessary records and completes required reports.
- Periodically develops program objectives for center with Executive Director.
- Coordinates work of community volunteers and cooperates with agency staff who periodically offer services in the center.
- Trains, supervises and evaluates assistant center manager.
- Supervises volunteers involved in record keeping, meal serving and clean-up.
- Adapts general programs to meet specific participant needs with some support from other staff and supervisor.
- Participates in team meetings, staff meetings, and training sessions.
- Handles routine problems, referring participants with special needs to appropriate staff or community agencies.
- Provides basic counseling to participants.
- Strives to develop leadership among participants.
- Develops an awareness of the community which the center services.
- Orders monthly supplies for senior center.

Requirements of Work

- Ability to plan and implement daily activities.
- Ability to provide leadership and encourage volunteerism and participant involvement.
- Ability to communicate and work effectively with participants, coworkers and the public.
- Ability to adhere to budgetary constraints while exploring various new funding sources such as fundraising and grants.
- Ability to manage time effectively and respond to stressful situations in a constructive manner.
- Ability to create a safe environment for the health and safety of the center participants.

Preparation for Work

- Graduation from a four-year college program with a degree in Parks and Recreation, Social Work or related human service field.
- Minimum of three years of progressively responsible supervisory experience in municipal recreation programs, with an emphasis on senior citizen activities.
- Pennsylvania Recreation and Park Society professional certification.

COMMUNITY CENTER RECREATION MANAGER JOB DESCRIPTION

NATURE OF WORK

This is a full-time, salaried position involving administration, coordination, and supervision of recreation programming and Friendship Center (FC) management for the Township's Parks and Recreation Department.

EXAMPLES OF DUTIES

The Community Center Recreation Manager is responsible for supervision of all recreation programs and Friendship Center personnel. In providing services to the general public, the position:

- Coordinates the organization, implementation, operation and evaluation of recreation programs and their respective facilities.
- Supervises all recreation programs and Friendship Center (FC) staff.
- Supervises the recruitment, orientation, and training of program and FC personnel.
- Coordinates office staff operations with the Business Office Secretary. Including: marketing, membership, program registration, cash flow and controls.
- Responsible for coordinating with all leisure service supervisors to provide a balanced program of activities in the FC.
- Keeps current and systematic records on programs, finances and participation. Composes and coordinates promotional material.
- Assists with the planning and implementation of the department marketing plan.
- Assists with the establishment and evaluation of new and existing operational procedures.
- Implements new programs and activities through research of trends and community needs.
- Responsible for budget preparation, monitoring and analysis in areas assigned.
- Attends and reports at Board and community meetings as required.
- Coordinates program schedules and rentals with building facilitators.
- Responsible for the clean and safe operation of all FC facilities.
- Keeps an accurate inventory of all program and FC equipment.
- Assists in the preparation of seasonal statistical reports and the annual report.
- Actively integrates the public involvement process into recommendations. Works with the Friendship Center Operating Board, the Parks and Recreation Board, Arts Council, sports associations, community groups, other governmental agencies, and the general public to actively integrate the public with Department programming.
- Responsible for other duties as assigned.

COMMUNITY CENTER RECREATION MANAGER JOB DESCRIPTION

REQUIRED KNOWLEDGE, ABILITIES AND SKILLS

Thorough knowledge of the policies and procedures of the Township Parks and Recreation Department and the Friendship Center. Knowledge of personnel recruitment, training, and supervision techniques.

MUST HAVE THE ABILITY TO:

- Schedule and supervise the work of other employees.
- Positively address the concerns and inquiries of the general public, with an emphasis in customer relations.
- Prepare and monitor a recreation program and facility budget.
- Detect, analyze, and prepare solutions to problems relating to department programs and FC operations.
- Establish and maintain effective working relationships with the Board of Supervisors, Parks and Recreation Board Members, Members of the FC Operating Board, Arts Council, Township Employees and the general public.
- Work under minimal supervision and to assume responsibility for task initiative and completion.
- Communicate effectively, both verbally and in writing.

PHYSICAL AND MENTAL REQUIREMENTS

Most work is performed indoors in the offices of the Parks and Recreation Department. Must be able to sit at a desk 50-75% of each day in a busy, close office environment where noise and interruptions prevail. May be required to occasionally assist in moving tables, chairs, cabinets, etc. to maximum of 50 pounds.

Requires alertness, precision, memory, concentration, judgment, reasoning, patience, problem solving, creativity and imagination. Must be quality minded, safety conscious, people and service oriented, a team player and self-starter.

DESIRABLE TRAINING AND EXPERIENCE:

Requires any combination equivalent to graduation from an accredited four-year college or university with major course work in a recreation-oriented or closely related field. Two years of experience in recreation program administration. Certified Park and Recreation Professional certification preferred. Current certifications in CPR and First Aid preferred. Must be able to dispense accurate information and give quality service, as well as display an enthusiasm for serving public leisure needs.

JOB RELATIONSHIPS

Reports to the Director of Parks and Recreation
Subordinate Staff: Program and Friendship Center personnel

RECREATIONAL TRAIL COORDINATOR

DISTINGUISHING FEATURES OF THE CLASS: This position involves responsibility for planning, acquisition, development, and maintenance of a county wide recreational trails system. Duties include inventory and classification of the present trail system, performing needs assessment of recreational trail users, and identifying potential resources and sponsors for trail development and construction. Work includes technical and organizational assistance to aid trail development, preparation and dissemination of cost/benefit models, grant writing and administration of grants as they pertain to the development and maintenance of a trail system, researching and establishment of a county-wide permit/fee system for the trail system, meeting with various parties to identify and utilize potential resources that will assist with the development and maintenance of the trail system, public speaking and presentation, and volunteer coordination.

TYPICAL WORK ACTIVITIES:

- Coordinates planning, acquisition, development, and maintenance efforts related to the development of a Recreational Trail Development Master Plan;
- Inventories and classifies current trail system;
- Performs needs assessment of current recreational trail users;
- Develops cost versus benefit analysis for recreational trail segments or system;
- Meet with landowners, recreational groups, government officials, financial supporters, and other interested parties to discuss issues and develop plans related to trail development;
- Organizes and conducts public meetings and forums to educate and inform the public, media, and local officials about multi-modal recreational trail systems;
- Researches, identifies, develops and administers potential grant opportunities;
- Identifies resources and sponsors for trail development;
- Performs various activities regarding trail routing, construction and maintenance;
- Coordinates work performed by volunteers and agency partners;
- Prepares maps, graphic reports, and technical reports;
- Coordinates regional trails with other trails within and outside the county;
- Prepares a variety of records and reports;
- Performs related work as required.

FULL PERFORMANCE, KNOWLEDGE, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS:

Good knowledge of the principles and procedures used in planning and developing a county wide, multi-modal recreational trail system; ability to communicate and work effectively with diverse groups of volunteers, staff, resource agencies, elected officials, and the general public; ability to develop and nurture sound relationships with others; good organizational skills; strong interpersonal communication skills; good public speaking skills; basic knowledge of surveying and drafting; ability to interpret maps,

RECREATIONAL TRAIL COORDINATOR---contd.

-2-

charts, and graphs; working knowledge of geographic information system; working knowledge of trail building techniques; ability to work as a leader and member of a team; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS:

- A) Graduation from a regionally accredited college or university with a bachelor's degree in environmental conservation, natural resources, recreational management, planning, landscape architecture, agriculture, or related field and two (2) years of experience in recreational trail management, natural resources management, conservation projects, land use planning, or related field; or
- B) Graduation from a regionally accredited or registered college with an associate's degree in environmental studies, water resource management, conservation environmental studies, natural resources, agriculture or related field and four years of experience in recreational trail management, natural resources management, conservation projects, land use planning, or related field.

NOTE: A master's degree can be substituted for one (1) year of the required work experience.

MARKETING AND DEVELOPMENT COORDINATOR

Nature of Work - The Marketing and Development Coordinator is responsible for planning and conducting marketing and development activities of the Recreation Commission. This position is professional and reports to and works closely with the Executive Director.

Examples of Work - (This includes all other job-related duties, responsibilities, and projects as assigned.)

- Coordinates a comprehensive, high-profile publicity program utilizing all available media.
- Prepares, publishes, and distributes seasonal recreation guides and annual report.
- Prepares and coordinates distribution of all Commission publications, including brochures, newsletters, and flyers.
- Trains and supervises all marketing department staff.
- Represents the Recreation Commission at speaking engagements.
- Explains the Commission's philosophy, objectives, and recreation programs to the public.
- Directs all promotional and advertising efforts of the Commission and oversees solicitation of advertisers publications.
- Participates in all special events.
- Works closely with the Community Relations Specialist.
- Suggests program development based on marketing research, and assists with program pricing.
- Uses a desktop publishing system to create documents and publications.
- Designs and lays out publications.
- Develops and implements a comprehensive marketing plan for the Commission, determining marketing priorities.
- Creates, designs and updates the Commission website.
- Assembles, prepares and mails monthly report and agendas and takes minutes at all Commission meeting
- Supervises the conducting of surveys and evaluations for programs and tabulation of data.
- Coordinates all fund-raising and development efforts.
- Analyzes statistical and demographic information for program registration and makes recommendations to department directors.
- Assists the Executive Director with duties and projects as assigned.
- Analyzes and improves customer service practices.
- Coordinates promotional displays and participation in community-based events.
- Recruits participants into programs, striving for growth in participation that reflects the demographics of city and township.
- Initiates and maintains effective contacts with the print and broadcast media.
- Conducts marketing research as needed.

Requirements of Work

- Thorough knowledge of the principles of marketing and how to apply them to government and social service agencies.
- Ability to develop a marketing plan and evaluate marketing efforts.
- Desktop publishing skills and excellent typing and proofreading skills.
- Knowledge of grant management and application procedures.
- Knowledge of design, layout, typesetting, and printing.
- Excellent writing ability and communication skills.
- Ability as a public speaker.
- Ability to establish and maintain good working relationships with staff and others.
- Initiative and creativity in the promotion and publicizing of recreation programs.
- Ability to deal tactfully and courteously with the public.
- Considerable knowledge of media and public relations.

Preparation for Work

- Graduation from a four-year college program with a degree in Marketing, Public Relations, Communication related field.
- Minimum of five years of progressively responsible experience in marketing and development.

JOB TITLE: Receptionist

PURPOSE: The first point of contact between the public and the Parks and Recreation Office both on the phone and in person at the office front counter. Performs varied administrative and support duties to provide a wide range of customer service functions.

ORGANIZATIONAL POSITION: Reports directly to the Public Relations Specialist and works closely with all office staff.

TYPICAL DUTIES AND RESPONSIBILITIES:

- ◆ Handles program registration for all recreation programs and activities; facility reservations for all park and recreational areas and facilities, and the Shooting Range; sales of discount amusement park tickets & other department merchandise; and, records all other accounts receivable.
- ◆ Answers routine questions and provides follow-up information as requested. Refers callers or visitors to the appropriate staff or other Township department as needed.
- ◆ Performs data entry, report generation, etc, using the Department's custom software for program registration, facility reservations, fee collections and sales, etc.
- ◆ Maintains detailed financial accounting for all monies received in the Department.
- ◆ Prepares requests for all program registration and facility reservation refunds.
- ◆ Communicates regularly with staff regarding program and facility information. Provides requested information and reports including a weekly schedule of facility use for the Maintenance Foreman.
- ◆ Schedules and directs the routine activities of part time employees working at the Recreation Building.
- ◆ Distributes all incoming mail, job applications, paychecks, etc.
- ◆ Distributes keys and "reserved signs" as needed and maintains records and deposits for all park users.
- ◆ Prepares and issues picnic kit rentals.
- ◆ Performs a variety of other clerical duties including processing forms and paperwork, filing, photocopying, typing, etc.
- ◆ Counts, balances and verifies all receipts on a daily basis and transmits funds with back-up to the Finance Department.
- ◆ Assists other Office staff with duties and projects as assigned.

EXPERIENCE, KNOWLEDGE AND SKILLS REQUIRED:

- Excellent customer service, oral and written communication skills
- Good math aptitude and experience handling money
- Ability to perform detailed work accurately in a busy environment
- Excellent word processing and proofreading skills. Experience with MS Word a plus.
- Ability to deal courteously with the public and staff
- Significant computer experience with aptitude to learn the Department's custom software
- Graduation from High School with an emphasis in business.
- Minimum one year experience as a cashier, bank teller, or customer service representative.

**PLAYGROUND DIRECTOR
JOB DESCRIPTION**

DEFINITION

This is a spring and summer position responsible for the planning, equipping, coordinating, and publicizing of all of the activities of the various playground locations throughout the Township. The position is salaried with allowance for travel expense.

DESCRIPTION

Under the supervision of the Recreation Manager, the Playground Director supervises all of the Playground Leaders and the Assistant Playground Director, and is responsible for the overall conduct of activities at all playground locations. Primary to the success of the playground program is the ability to motivate the playground leaders, the use of independent judgment and decision-making regarding activities planned for the playgrounds and personal initiative and creativity on the part of the Playground Director.

NORMAL DUTIES

1. Inventories, orders and distributes arts and crafts, athletic and other equipment, materials and supplies necessary for the playgrounds.
2. Familiarizes the leaders of the various rules, regulation, playground areas, forms and procedures pertaining to the playground program.
3. Coordinates the planning and conduct of all special events that include outings that affect more than one playground, i.e. trips, inter-playground competitions and others.
4. Compiles the individual playgrounds' results of past events and plans for future events; rewrites the total into well written weekly news articles.
5. Conducts weekly staff meetings for all playground leaders to further coordinate activities.
6. Assist leaders with the conduct of activities requiring additional personnel.
7. Maintains an acceptable level of service on the part of the leaders by pointing out and offering corrections for deficiencies and recognizing and rewarding excellence.
8. Maintains a high level of professionalism; provides support and encouragement to the leaders.

**PLAYGROUND DIRECTOR
JOB DESCRIPTION****NORMAL DUTIES, CON'T.**

9. Recommends to the Parks and Recreation Director, improvements in the present and future playground programs through conversations and the final playground report.
10. Coordinates and supervises preschool through teen programs at the various playground sites, providing leaders with support, encouragement and assistance when needed. Organizes any special events they may require.

NECESSARY KNOWLEDGE, SKILLS AND ABILITIES

1. Knowledge of parks and schools used for playground locations in Lower Paxton and the recreation facilities on each.
2. Knowledge of playground activities and the ability to instruct playground leaders on how to conduct such activities.
3. Ability to determine the various recreational equipment, and quantities of materials and supplies necessary within a given budget.
4. Ability to organize, coordinate and conduct various field trips and special events involving several or all of the playgrounds.
5. Ability to effectively relate and work with the playground leaders, the playground participants, their parents, school district personnel and the general public in order to provide a varied and enjoyable playground program.
6. Ability to enforce Parks and Recreation Department policies with the playground leaders and participants and the public.
7. Ability to effectively supervise and direct the activities of at least twelve (12) leaders.

DESIRABLE EDUCATION AND EXPERIENCE

1. Graduation from an Associate degree program in Recreation Leadership or Parks and Recreation.
2. Considerable educational course work in Elementary or Physical Education or related curricula; experience in teaching or working with elementary age children.
3. Experience with supervision of young adults in a work role.
4. Experience in all facets of the planning and conduct of summer recreational activities for elementary age children.

**PLAYGROUND LEADER
JOB DESCRIPTION**

DEFINITION

This is a summer position responsible for the planning and conduct of all recreation activities at one location. The normal span of employment is a seven week period, beginning in late June and ending in early August during daytime hours, primarily.

DESCRIPTION

The Playground Leader, in conjunction with another leader, directly instructs, leads, and provides a variety of recreational activities, including arts and crafts, athletics, nature, culture, and skills development for elementary age students. Leaders must be able to motivate the participants to be involved with activities and special events planned and scheduled by the Playground Director.

NORMAL DUTIES

1. Attend a Playground Leaders' Institute before the opening of the program and an orientation meeting, both of which leaders are paid.
2. Register each child the first day they come to the playground, which includes name, parents' names, address, phone number, age, and any special medication problems.
3. Be the first person to arrive at the playground, and the last to leave, regardless of the weather.
4. Occasionally assist with other off-hour special events and programs as needed for which pay will be received.
5. Plan and conduct recreational activities designed to provide the participants with a variety of opportunities for creativity, exercise, skills development and learning.
6. Attempt to instill in the participants a sense of respect for each other and property through activities and your actions as an example or role model.
7. Assist with special events planned by the Playground Director.
8. Fully complete all forms on schedule or as necessary.
9. Attend weekly staff meetings.
10. Take care of all recreation equipment and supplies issued to the playground.
11. Make suggestions and recommendations on all aspects of playground operation during and after the end of the program.

DESIRABLE EDUCATION AND EXPERIENCE

1. Graduation from high school.
2. College course work in recreation, physical or elementary education, art, music, drama, or other related curricula.
3. Leadership roles with elementary age children, e.g., scouting, coaching, bible school, etc.
4. Experience with and participation in a variety of recreational activities.

JOB TITLE: Recreation Coordinator

BASIC FUNCTION: This is a year round, part-time position that is to assist the Parks & Recreation Department in developing, planning, and implementing community recreation programs including arts, physical activities, and special events for residents of the Township.

ORGANIZATIONAL POSITION: The Recreation Coordinator will assist the Recreation Supervisor in all aspects of community recreation programs.

EXAMPLES OF JOB RESPONSIBILITIES:

- 1) Assist the Recreation Supervisor:
 - Train, supervise, and evaluate instructors, seasonal employees, and volunteers as assigned;
 - Plan and implement the summer playground program and other day camp activities;
 - Coordinate the adult basketball league which will include development of a schedule, hiring of umpires, officials and scorekeepers, distribution of league information, checking up on progress of play, rescheduling of make up games, league standings to newspaper, etc. (Summer months only);
 - Purchase and prepare recreation equipment and supplies;
 - Prepare and submit reports and news releases to the local media as appropriate;
 - Contact merchants to solicit donations for events.
- 2) Perform clerical duties such as word processing, answering telephones, etc.
- 3) Perform other duties as assigned by the Parks & Recreation Director and the Recreation Supervisor.

DESIRED EDUCATION AND EXPERIENCE:

Education: College graduate, B.A. or B.S. in Recreation and Park Management, Physical Education, or related field preferred.

Experience: Must hold a valid PA driver's license. Must obtain a Criminal Record Check and a PA Child Abuse History.

MINIMUM SKILLS AND ABILITIES:

- Ability to understand, remember and follow oral and written instruction.
- Ability to work independently without constant supervision.
- Ability to do repetitive physical actions such as standing and lifting.
- Excellent customer service, oral and written communication skills.
- Certifications in Red Cross CPR and First Aid.
- Flexible to work nights and weekends.

NRPA Career Center

Job-Seekers

1. **Highlight your talents.** Remember that your resume is a marketing piece about you. It is your first chance to show yourself off to any potential employers.
2. **Avoid certain language.** Now that you are moving up in the world, avoid language like, “Responsibilities included...” Instead list your “ACCOMPLISHMENTS.”
3. **Include a “Job Objective”.** Potential employers may not know what you are looking for if you do not spell it out for them.
4. **Brevity is best.** When writing a job objective, make it clear and concise. Any extra language is unnecessary and could result in a potential employer quickly losing interest.
5. **Limit job history.** When including employment history do not go back TOO far. Unless a job from 20 years ago is extremely relevant to the current position, it does not need to be included.

Employers

1. **Target your ad.** Posting your job on a niche career site like the NRPA Career Center is already a great start! Ideally you want just a few resumes from the BEST candidates.
2. **Be specific.** Provide some details, not only about the position, but about the working environment and the market space, as well. Where possible, avoid using overly broad language, acronyms or industry jargon.
3. **Provide names and titles.** What is the title of the person who the job reports to? What is that person’s name.
4. **Widen your reach.** Do not geographically restrict your open position. If possible, offer a relocation package or even a small stipend.
5. **Catch their eye.** Make the job posting as visually stimulating as possible, and always use correct grammar.

Visit the NRPA Career Center Today at www.nrpa.org/careercenter



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* - Required fields

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*Contact Email :

*Job Opening Title:

***Complete Job Description: This description must include contact information such as your name, address, phone, email**

Enter the Security Code Shown Below:
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Pennsylvania Recreation and Park Society, Inc. Membership Application

Please Print!

Name _____
 Position _____
 Employer/Agency _____
 Mailing Address _____
 City _____ State _____ Zip _____
 Address: Home Office Student at _____
 Phone: Office _____ Home _____
 Fax _____ Email _____
 County _____
 Certification CPRP CPRA CTRS Other _____
 Membership recruited by: _____

BRANCH CHOICE (Select one or more)

- Aquatics Branch PA Therapeutic Recreation Society
 Community Recreation & Parks TR Specialty Area:
 Park Resources Branch Long Term Care VA
 PA State Park Society (open to all Psychiatric Rehab.
 DCNR employees only) Dev. Disability State Hosp.

SPECIAL INTEREST AREAS (Select all that apply)

- Educator Urban Recreation Commercial and Resort Recreation
 Trails

PLEASE SEND ME FREE INFORMATION ON:

- National Recreation & Park Association Professional Certification

MEMBERSHIP ELIGIBILITY AND DUES STRUCTURE

GROUP MEMBERSHIP

- AGENCY:** Recreation and/or park related agency, including government, non-profit, therapeutic, educational, or private organization or institution that provides such services. Based on population served. Includes two individual memberships.

Population	Dues	1 st Year Rate
0 to 100,000	\$215	\$165
over 100,000	\$295	\$230
over 1,000,000	\$530	\$425
Additional individuals	\$80	\$70

- BOARD/COMMISSION:** Recreation and/or park boards and commissions of political subdivisions of the Commonwealth of Pennsylvania or board of directors of non-profit recreation related organizations. Includes five individual memberships. Attach names and addresses. \$200 \$175
 Additional individuals \$40 \$35

- SUPPORTING:** Those business firms interested in the park, recreation, and leisure services fields. \$190 \$150

INDIVIDUAL MEMBERSHIP

- PROFESSIONAL:** Those engaged in full-time and part-time recreation and park work. Based on salary.

	Dues	1 st Year Rate
Under \$10,000	\$60	\$50
\$10,000 - \$20,000	\$80	\$65
\$20,000 - \$30,000	\$95	\$75
\$30,000 - \$40,000	\$105	\$85
\$40,000 - \$50,000	\$125	\$95
over \$50,000	\$140	\$110

- FRIEND:** \$45 \$40
 Any interested person or organization including seasonal employees, volunteers, retired members, and individual board or commission members. This category is for persons or organizations that do not qualify for other categories.

- STUDENT:** \$30 \$25
 Persons attending educational institutions on a full-time basis preparing for any phase of recreation and park work.

- RETIREE:** \$40 \$35
 Individuals having been employed full-time in recreation and parks whose employment was terminated due to retirement. Must have held active membership for at least five years prior to retirement.

- CONTRIBUTING:** \$320 \$300
 Individuals or organizations interested in assisting the Society in the attainment of its aims and objectives.

- LIFE:** Individuals desiring a lifetime membership. \$1,000

Total: _____

Membership Dues are renewable on January 1 each year. New memberships received July 1 to September 30 pay 50% of the annual dues. New memberships received after September 30 are credited toward the next full membership year. From each membership dues, \$10.00 is used for the publication of PENNSYLVANIA RECREATION & PARKS and \$6.00 is used for the publication of PRPS UPDATE. PRPS is registered with the Pennsylvania Commission on Charitable Organizations. A copy of the official registration and financial information may be obtained from the Pennsylvania Department of State by calling toll free, within Pennsylvania, 1(800)732-0999. Registration does not imply endorsement.

For Office Use Only
 Date: _____ Amount: _____
 Method: _____ By: _____
 Processed: _____

PAYMENT INFORMATION

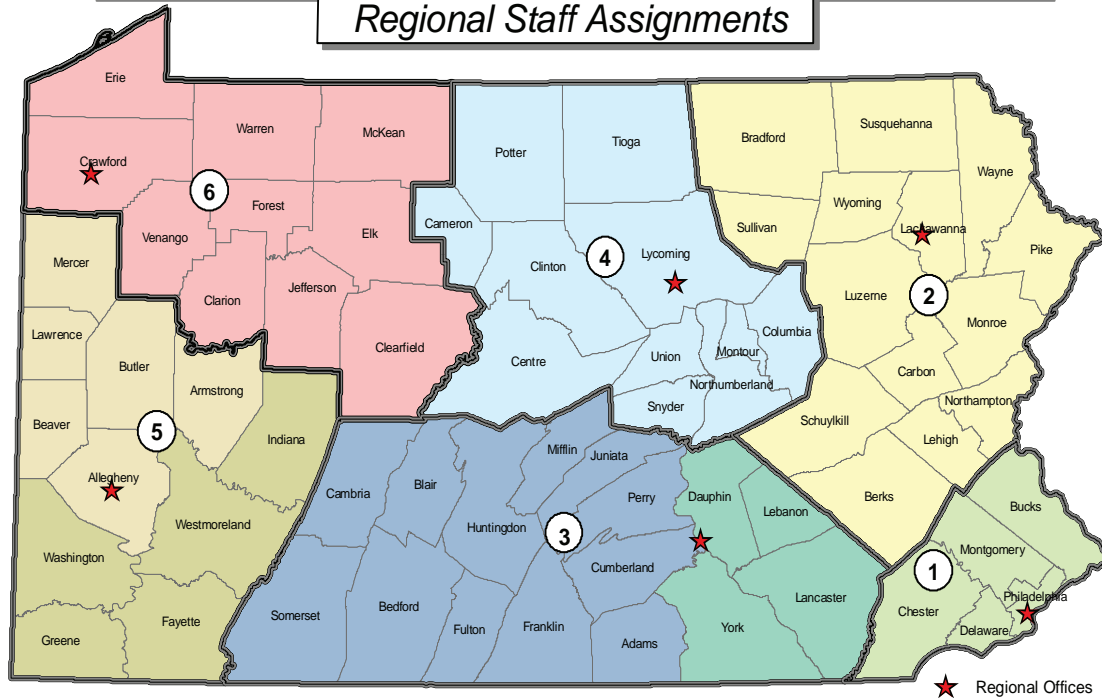
- My check is enclosed. Please make checks payable to PRPS.
 Bill my agency: Signature _____ Date _____
 Bill my credit card: Visa MasterCard
 Cardholder's name _____
 Card # _____ Expiration Date _____
 Cardholder's Signature _____

Mail your Application today!

PRPS
 2131 Sandy Drive
 State College, PA 16803-2283
 (814) 234-4272 Fax: (814) 234-5276 www.prps.org

BUREAU OF RECREATION AND CONSERVATION

Regional Staff Assignments



NORTHWEST REGION (6)
 230 Chestnut Street
 Meadville, PA 16335

Kim M. McCullough
 Recreation and Parks Adviser
 Ph: (814) 332-6190
 E-mail: kmcculloug@state.pa.us

NORTHCENTRAL REGION (4)
 330 Pine Street
 Suite 400
 Williamsport, PA 17701

Wes Fahringer
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 Ph: (570) 326-3521
 E-mail: mfahringer@state.pa.us

NORTHEAST REGION (2)
 409 Lackawanna Avenue
 3rd Floor Oppenheim Building
 Scranton, PA 18503

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Lorne Possinger
 Recreation and Parks Adviser
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 300 Liberty Avenue
 Pittsburgh, PA 15222-1210

Kathy Frankel
 Natural Resource Program Supervisor
 Ph: (412) 880-0486
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SOUTHCENTRAL REGION (3)
 P.O. Box 1554
 Harrisburg, PA 17105-1554

Lori Kieffer Yeich
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SOUTHEAST REGION (1)
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Updated: October 14, 2008

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Instructions for Completing an Application for a RecTAP Grant

General Instructions

Before completing the RecTAP grant application, please read these application instructions carefully.

- Organizations providing community recreation and park services are eligible to apply for a RecTAP grant. No more than one grant may be received in a calendar year. For organizations that are a PRPS group member or who have a staff member holding a PRPS professional membership, the match requirement is waived. For non-member organizations, there is a \$75 match requirement due upon approval of the grant.
- Provide all information on the application form. DO NOT use additional pages. Use of additional pages may disqualify your application from further consideration.
- Submit two copies of your completed form with attachments.
- The first step in filling out the application for a RecTAP grant is to enter your organization's Federal Identification Number in the space provided at the top of the first page.

I. Applicant

Organization

This is the name of the organization whose Federal Identification Number is used at the top of the application.

Contact Person

This should be the individual most knowledgeable about your application and available for questions and discussions about the grant.

II. Project Summary

Summarize concisely the type of technical assistance for which you are requesting funds. This is essentially an abstract and will be used by PRPS

should you receive an award. Use only the space provided.

III. Organizational Information

You must answer all questions as they relate to the organization. Enter NA for those questions that are not applicable.

Mission Statement

Provide a mission statement or write a statement of purpose for the organization describing why it was founded and what its goals are.

Nonprofit Status Documentation

For organizations that are not units of government, attach a copy of the IRS letter indicating applicant's non-profit 501(c)(3) status.

Type of Organization

Select one of the following to describe your organization:

- County Government
- Municipal Government
- Authority
- Recreation Commission
- Private Nonprofit
- School or School District
- Other _____

IV. Project Description

This is the most important section of your grant application. It is the place where the reviewers concentrate their attention and is your only opportunity to convince the reviewers of the merits of your proposal. The reviewers will look for the reasons why it is important for the applying organization to have the requested assistance and ultimately how it will benefit the public.

Using only the space provided, address each of the following points clearly and in detail as they pertain to the needs of the organization:

- Give brief information about the organization receiving assistance. Do not assume that the reviewers know the organization.
- Define the type of service requested. Tell why it is necessary for the applying organization to receive expert advice and how it will benefit the public.
- Give the names and titles of the organization staff who will be responsible for working with the consultant to carry out the project.

NOTE: There is no project budget required for a RecTAP grant. The reviewers will decide how much money up to a maximum of \$1,500 to allow depending on the type of assistance required.

V. Checklist

A checklist for submission is part of the application. Please use it to make sure that the application is complete.

VI. Certification and Statement of Assurances

One signature is required. This must be the signature of an individual in the organization who has the legal authority to bind that organization to a contract should the applicant receive funding.

Include the following required attachment:

- If the organization is a private non-profit, a copy of the IRS letter indicating the applicant's tax-exempt status (501(c)(3)).

ASSEMBLING AND PROCESSING THE APPLICATION

Applications must be typed. DO NOT use plastic covers, binders or folders. DO NOT staple the application.

Remember to send two copies of the completed application form, and a copy of the IRS letter indicating the applicant's tax-exempt status (501(c)(3)), if needed.

Applications can be mailed, faxed, or emailed to PRPS.

Criteria for Evaluation

RecTAP grant applications will be evaluated using the following criteria:

- the clarity with which the service or "need" is expressed in the application;
- the appropriateness of the requested services as it relates to improving the professionalism of the organization; and
- the degree to which the service will help to increase the capacity of the organization to improve its operations and provide better services to the public.

Application Mailing Address

Applications may be submitted at any time throughout the year, to:

RecTAP Grants
 Pennsylvania Recreation and Park Society, Inc.
 2131 Sandy Drive
 State College, PA 16803-2283
 Telephone: (814) 234-4272
 Fax: (814) 234-5276
 Email: kwoodward@prps.org

Notification of Award

Grant applications are evaluated by peer review panels. Only eligible and complete applications will be considered. Applications are reviewed on a 3 to 4 month basis, and awards will be made on a similar time frame.

**Pennsylvania Recreation and Park Society, Inc.
Recreation and Parks Technical Assistance Program**

GRANT APPLICATION

Application Number _____
(PRPS Use Only)

Federal Identification Number _____

I. APPLICANT (Please carefully review the "Application Instructions" before beginning work.)

A. Name of Organization _____

B. Telephone Number _____ C. Organization Website _____

D. Mailing Address _____

_____ PA _____
County City Zip Code

E. Director/Chairperson of Organization

Name _____ Title _____

F. Grant Contact Person

Name _____ Title _____

Address _____

Daytime Telephone Number _____ Evening Telephone Number _____

Daytime Email Address _____ Evening Email Address _____

Fax Number _____

G. Are you or your organization a PRPS Member? Yes No (please circle one)

H. If so, under whose name (organization or individual) is the membership? _____

II. PROJECT SUMMARY (Use only the space provided.)

III. ORGANIZATIONAL INFORMATION (Answer all questions. Enter NA for those questions that are not applicable.)

A. Mission Statement

B. Nonprofit Status Documentation (If your organization is a private non-profit, attach a copy of the IRS letter indicating applicant's nonprofit 501(c)(3) status.)

C. Type of Organization

- | | |
|--|--|
| <input type="checkbox"/> County Government | <input type="checkbox"/> Private Non-Profit |
| <input type="checkbox"/> Municipal Government | <input type="checkbox"/> School or School District |
| <input type="checkbox"/> Authority | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Recreation Commission | (Please specify) |

D. Staffing

- a. Number of full-time paid staff _____
- b. Number part-time paid staff _____
- c. Number of volunteers _____

E. Financial

- a. Operating Budget for Most Recently Completed Fiscal Year
(Do not include capital or in-kind contributions)
- \$ _____
- b. Capital Budget for Most Recently Completed Fiscal Year
- \$ _____

IV. PROJECT DESCRIPTION (Use only the space provided.)

[Empty rectangular box for project description]

V. CHECKLIST

To assure that your grant proposal is complete, please check off that you have included the following:

- Two completed copies of application
- Federal Identification Number
- IRS letter 501(c)(3) (if organization is a private non-profit)
- Required signature for Certification and Statement of Assurances

VI. CERTIFICATION AND STATEMENT OF ASSURANCES

The applicant certifies, represents and warrants to the Pennsylvania Recreation and Park Society, Inc. that

1. The information contained herein and in any attachment is true and correct;
2. The applicant's organization is officially organized on a tax-exempt basis (501(c)(3)) or is an entity of government, and is located in Pennsylvania;
3. The applicant accepts in advance any grant awarded by PRPS, agreeing:
 - a. That any funds received as a result of the application will be expended under the "Terms and Conditions of the Grant" outlined in the grant award letter; and
 - b. To such other restrictions, conditions or changes as PRPS may impose unless the applicant objects within 30 days of the mailing of the grant award letter; and
 - c. To complete and return to PRPS a one-page evaluation form to help assess the effectiveness of RecTAP.

By: _____
Signature of Individual with the Legal Authority
to Bind Organization to a Contract

Date

Typed Name

Typed Title

About the Author

Susan E. Landes, Certified Park and Recreation Professional, has worked for Pennsylvania governments of all sizes. She is presently the Executive Director of the Lancaster Recreation Commission and previously worked for the Westmoreland County and Chester County Parks and Recreation Departments. She's a Past President of PRPS, serves as a peer consultant for DCNR and operates Recreation and Parks Solutions, a consulting firm that is dedicated exclusively to community recreation, parks and open space consulting. Susan has an undergraduate degree in Recreation and Parks and a master's degree in Public Administration, both from Penn State University. Known for her creative approach and expertise in intergovernmental cooperation, recreation programming, revenue development, administrative management and marketing, Susan was the 2001 winner of the prestigious Fred M. Coombs Honor Award, the highest recognition given by PRPS. She created the RecTAP program for PRPS and DCNR and is also the author of *"Community Recreation and Parks," "Recreation and Parks Board Handbook," "Financing Municipal Recreation and Parks," "Multi-Municipal Cooperation for Recreation and Parks" and "Municipal Recreation Programming."*

Acknowledgements

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About the Partners

The *Pennsylvania Recreation and Park Society (PRPS)* is the principal state organization promoting recreation and parks training, networking and leadership opportunities for those working and volunteering in the field. Members include professionals who manage municipal recreation and park systems and state parks, citizen members of recreation and parks boards, and therapeutic recreation professionals working in health care settings.

The *Pennsylvania Department of Conservation and Natural Resources (DCNR) Bureau of Recreation and Conservation* provides grants and technical assistance to support conservation, recreation and open space projects across the state. The Bureau serves as a leader in establishing community conservation partnerships for advancing the greening of Pennsylvania, protecting the Commonwealth's natural and heritage resources, and providing recreational opportunities for all Pennsylvanians to enjoy.



Pennsylvania Recreation and
Park Society
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(814) 234-4272 • Fax (814) 234-5276
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Pennsylvania Department of Conservation
and Natural Resources
Bureau of Recreation and Conservation
Rachel Carson State Office Building
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Harrisburg, PA 17105-8475
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