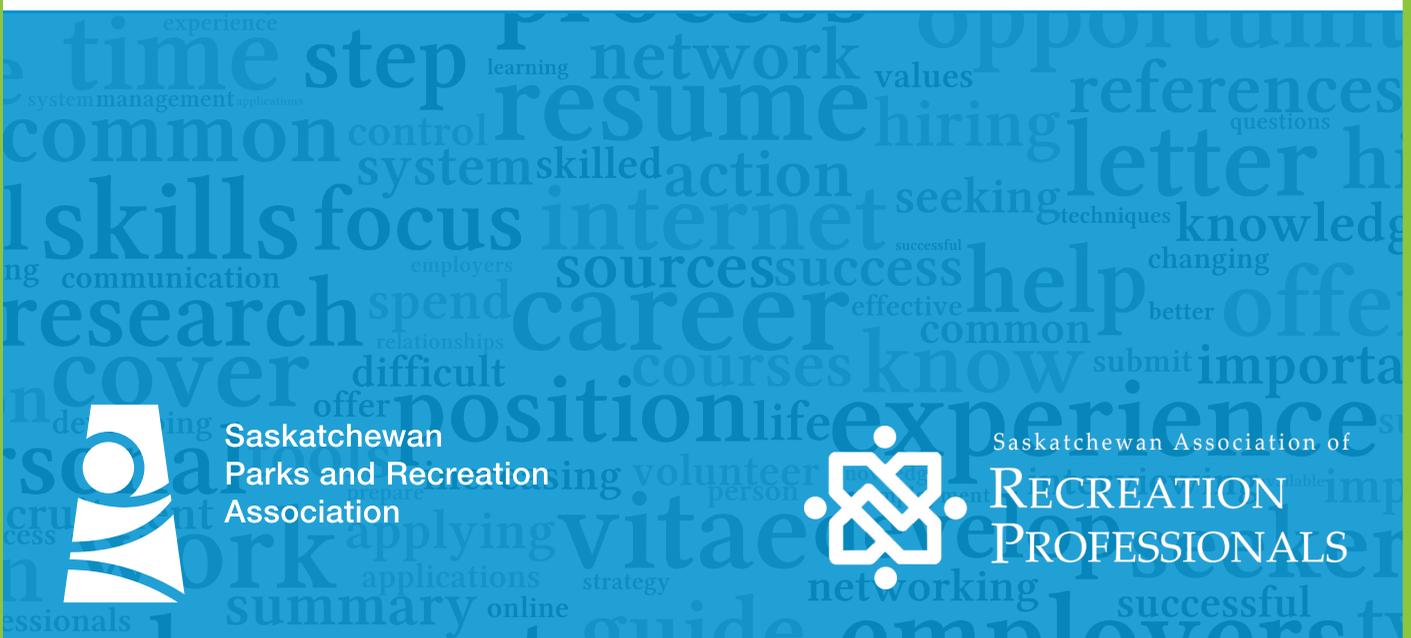




HIRING A RECREATION PROFESSIONAL

- Recruitment
- Hiring
- Retention



Hiring a Recreation Professional

A Toolkit for Saskatchewan Communities

January 2015

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Saskatchewan Parks and Recreation Association (SPRA)

and

Saskatchewan Association of Recreation Professionals (S.A.R.P.)

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A Framework for Community Recreation Job Descriptions

Saskatchewan Association of Recreation Professionals

and

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The Recreation Sector in Saskatchewan

Hiring or replacing a Recreation Professional can be an intimidating task. For help and support, please call any one of the following organizations:

Saskatchewan Parks and Recreation Association (SPRA)

SPRA is a non-profit volunteer-based organization whose purpose is to promote, develop and facilitate parks and recreation opportunities throughout the province. SPRA is recognized as the provincial umbrella organization representing parks and recreation in Saskatchewan and manage the Recreation Section of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation www.spra.sk.ca.

With seven office locations across the province, SPRA Field Consultants assist in building capacity and raising the profile of recreation and parks in Saskatchewan. SPRA Field Consultants can:

- Assist communities in assessing their needs
- Provide information on SPRA funding, programs and resources
- Identify linkages to other sources of funding and revenue generation
- Assist with networking, collaborations and partnerships
- Support advocacy of parks and recreation

Saskatchewan Association of Recreation Professionals (S.A.R.P.)

S.A.R.P. is a dynamic, member driven organization committed to the profession by representing and supporting current and future recreation professionals in their pursuit of excellence. www.sarp-online.ca.

The Association creates opportunities for its members to continue their professional education, thereby, maintaining and improving their professional skills. It advocates on behalf of its members to raise the awareness of the profession and the value of having a recreation professional supporting a community. Also, the Association is working towards the creation and adoption of professional standards (designation) to ensure our members are capable of providing high quality recreation services in Saskatchewan.

Sport, Culture and Recreation Districts

There are nine Sport, Culture and Recreation Districts in Saskatchewan. Each District is a non-profit organization governed by a volunteer board of directors. The mandate of the District organizations is to facilitate community development and coordinate District networks with the aim of enhancing access to sport, culture and recreation programs and services in the province. District staff can help communities assess their needs and provide services and information to help them access a wide range of the sport, culture and recreation programs and services that can enhance quality of life and community vitality through increased participation. The Sport, Culture and Recreation Districts are supported through funding from the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation www.scrdistricts.ca.

These organizations are able to provide facilitation services to guide you through this resource and the hiring process at no charge to your community.

Hiring a Recreation Professional

Step 1: Plan

1.1 Purpose

The purpose of this resource is to assist Saskatchewan communities in hiring a Recreation Professional. Municipalities and Recreation Boards must play an active role in this process with a community plan and expectations of the role a Recreation Professional will play in their community. This resource is a toolkit in the recruitment, hiring and retention of a Recreation Professional for your community.

1.2 Environmental Scan

The hiring of a Recreation Professional will be a key decision that will shape the future of your community for years to come. Finding the right candidate can be a difficult task. Be prepared for this task to take several months to complete.

An important first step in this process is determining what the community priorities are relating to delivery of recreation services and what level of service it wants to provide. Once these priorities have been established, the community can then determine the responsibilities and requirements of the Recreation Professional and begin the hiring process.

It is important that a community have sufficient financial resources to employ a recreation professional so that the position is sustainable for the future. This is usually attained through municipal tax base. Reliance on fundraising, grants and corporate support may be an alternative but not recommended as core funding for the position.

Things to consider:

- What role does the municipality currently play in the provision of recreation services in the community and what is its vision for the future?
- Does the community have a plan for recreation? What are the priorities for recreation in the community? Facility operation, recreation programs, special events?
- What type of skills and support would a new Recreation Professional need to meet the recreation vision and needs of the community?

If the recreation organization has not already done so, identifying its priorities and developing a plan to attain these goals is a good first step. Based on this planning, the recreation authority may determine that it wants to explore some options such as:

- Changing the way services are designed and delivered
 - Partnering, collaborating or working more closely with other organizations or a neighbouring community
 - Examining staff needs to ensure the community has the human resources required to meet its goals
-

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Your municipality/recreation board may benefit by re-evaluating how it does business if...

The Recreation Professional was working in the position for three years or less.

- Frequent employee turnover may be an indication that the organization would benefit from examining its operation. Poor productivity, morale and inefficient communication may be other indicators that an organizational review is in order.

The Recreation Board is unclear about their mandate and the goals of the organization.

- Programs and priorities change over time. Have the Recreation Professional's responsibilities changed? Is the Recreation Professional having trouble meeting the public's expectations? Do members have conflicting priorities for the organization? Development of a strategic plan that accurately outlines the Recreation Professional's goals for the future is a good first step in dealing with these issues.

You or a neighbouring community is proceeding with development of a recreation facility and/or you are responsible for aging infrastructure.

- Whether you or a neighbouring community is currently constructing a new facility, renovating an existing building or hoping to build something in the future, construction of a new facility is an excellent time to analyze your operation and identify partnership opportunities. New facilities may require your Recreation Professional to have specialized skills and/or experience that should be incorporated into the job.

The partnerships of the recreation board have changed.

- When a partner joins your recreation organization or when a current partner leaves the partnership, expectations will change. How these changes affect the duties of the Recreation Professional should be identified and any adjustments made to the job description prior to starting the hiring process.

You lack the capacity to deliver services at a desired level and reasonable cost.

- Several factors may impact a Recreation Professional's ability to operate at a desired level. Rising operational costs, an increase and/or decrease in population and the need for employees with specialized skills may require that adjustments be made to daily operations.

Other organizations are looking for support.

- Does another organization have available funding but lack the leadership needed to meet their goals? Does your organization have the human resources available to assist other community groups? Are volunteer organizations looking for specialized skills and/or training (i.e. rinks)? Is there any other organization offering similar services in the community? Perhaps a partnership or amalgamation would serve both organizations' needs.

If you answered **Yes** to any of the questions listed above, your recreation organization would benefit from re-evaluating how it does business before proceeding with hiring a new Recreation Professional.

The Recreation Board Development Strategy Project, dealing specifically with aspects of how recreation services are organized and delivered in rural area communities, does not intend to discourage or disrupt the good work and contributions that volunteers make, but merely provide a guideline to assist

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communities and their volunteers in organizing service delivery to best manage and protect the resources within. For more information on this resource please contact SPRA.

1.3 Benefits Databank – Benefits of Recreation (formerly the Benefits Catalogue, 1997)

1.3.1 Recreation and active living are essential to personal health

- Enhances overall health and wellbeing
- Prevents site specific cancers (i.e. breast cancer) and significantly reduces the risk of coronary heart disease and stroke

1.3.2 Recreation is a key to balanced human development

- Aids in developing social skills, motor skills, creativity and intellectual capacities in our children and youth
- Provides life-long learning opportunities for adults

1.3.3 Recreation and parks are essential to quality of life

- They build self-esteem and a positive self-image
- They enhance life satisfaction levels

1.3.4 Recreation reduces self-destructive and anti-social behavior

- Provides an antidote to smoking, substance abuse, suicide and depression in youth
- Reduces loneliness, isolation and alienation

1.3.5 Recreation and parks build strong families and healthy communities

- Recreation, sport and culture produce leaders who serve their communities in many ways
- Recreation sports and arts/culture build social skills and stimulate participation in community life

1.3.6 Pay now or pay more later. Recreation reduces health care, social service and police/justice costs

- Fitness and well-being reduce the incidence and severity of illness and disability – thereby lowering health care costs
- Recreation reduces crime and social dysfunction – reducing police, justice and incarceration costs

1.3.7 Recreation and parks are significant economic generators in your community

- Attract businesses and tourism to the community
- Are employment generators
- Improve work performance, increase productivity and decrease absenteeism

1.3.8 Parks, open spaces and natural areas are essential to ecological survival

- Outdoor recreation is one of the best approaches to environmental education

For more information, visit the Leisure Information Network at www.benefitshub.ca

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1.4 The Benefits of Hiring a Recreation Professional - Community Recreation (S.A.R.P.)

Employers identify that Recreation Professionals who have a degree or diploma in Leisure Studies have the following skills, knowledge and abilities.

1. Programming Skills

A Recreation Professional:

- Designs and develops programs based on needs assessment information for current and future participants
- Establishes desired program outcomes and provides ongoing evaluation to ensure program quality is met
- Provides programming contributing to the development of a vibrant community that will draw businesses, organizations and families

2. Budgeting and Accounting Skills

A Recreation Professional:

- Has the skills to analyze cost and time factors required for identifying breakeven points and fee structures
- Understand accounting processes necessary for projections, reporting and evaluation

3. Strong Philosophical Base

A Recreation Professional:

- Has an understanding of what benefits are being delivered to the community and its residents, and why they are delivering them

4. Written Communication Skills

A Recreation Professional:

- Has the skills necessary for writing proposals for funding job and program descriptions, reports and effective marketing materials

5. Leadership Skills

A Recreation Professional:

- Has leadership skills that empower others, influence behaviors and outcomes, and have a positive impact on staff and volunteer management

6. Problem Solving Skills

A Recreation Professional:

- Has the ability to identify problems and work with the community to solve them

7. Oral Communication Skills

A Recreation Professional:

- Is able to communicate effectively with other staff, volunteers, the community and board members which is essential to a positive and efficient working environment
-

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8. And many more benefits in...

- Marketing and Advertising
 - Organizational Development
 - Grant Structure and Proposal Writing
 - Management and Administration
-

Hiring a Recreation Professional

Step 2: Recruit for the Position

2.1 Job Description Overview

A job description that clearly outlines the duties and responsibilities of the Recreation Professional is the foundation of the employment process. A well-researched and developed job description can be used as the basis for personnel recruitment, job advertisements, candidate selection, training and future performance appraisals.

A job description usually includes the following:

- Job Title and General Description
- Reporting Structure: Identify the immediate supervisor and reporting structure
- Duties and Skills: List of specific responsibilities and skills
- Education and Knowledge: Formal education requirements and specific knowledge required for the position
- Salaries and Benefits
- Suggestions for employers regarding employee support: Due to the nature of the recreation business, it is very important that the job description identifies the expectations regarding evening and weekend work

2.2 Create a Job Description

When developing a new job description or reviewing the current job description, the following template may be used. Organizations may also find it helpful to contact other communities for examples of job descriptions for similar positions. Job descriptions are generally only one-two pages in length.

Job Title and General Description

Common Position Titles:

- Recreation Director
 - Leisure Services Manager
 - Recreation and Wellness Coordinator
 - Director of Recreation Services
 - Recreation Programmer
 - Facility Manager
 - Community Development Manager
-

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General Description

- Can be up to a few sentences in length that provides a general overview of the position and relates back to the goal or mission of the community or organization.
- For example: The (job title) is responsible for:
 - Planning, implementing and managing a broad range of community recreation services and facilities, and encouraging maximum community involvement and coordination with other organizations
 - Directing the development and implementation of recreation programs and the operation and maintenance of recreation facilities to fulfill community leisure requirements in accordance with policies set out by the municipality/recreation board
 - Planning, organizing and promotion of recreation activities and special events for the community

Rural Recreation Professionals typically have job titles that reflect the broad nature of their work, for example, Recreation Director, Facility Manager, Program Coordinator. Recreation Professionals also have skills and competencies in the areas of tourism and economic development.

Urban Recreation Professionals include directors and managers of recreation departments and specialists that focus on a specific population or facility within a community (i.e. Director of Leisure Services, Community Recreation Coordinator, Recreation Administrator, Program Services Manager, Community School Coordinator and Community Development Specialist).

It is recommended that employers outline the duties and skills of their community Recreation Professional prior to assigning a job title. From that list of duties and skills, it will become clear as to the role of the Recreation Professional, whether it is as a director, programmer, community developer or facility manager. It is important the job title accurately describes the role of the Recreation Professional, to avoid confusion.

Reporting Structure

A clear statement of whom the Recreation Professional reports to works best. It is best if the Recreation Professional reports to only a single person versus several individuals. This keeps the lines of communication clear for both parties. For example the Recreation Professional could report to the Chairperson of the Recreation Board or the Chief Administrative Officer (CAO) of the community.

Duties and Skills

The Saskatchewan Association of Recreation Professionals (S.A.R.P.) developed a Menu-Style Job Descriptions list that can assist employers with determining duties and skills of a position. For each position description, select only those duties and skills listed in the Menu Style Job Description Template (Appendix A) that are appropriate for that position. Each position will have a primary focus and therefore some, but not all duties and skills listed under each category will be required.

Menu Style List of Duties and Responsibilities (S.A.R.P.) – **Appendix A**

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Education and Knowledge

A degree or diploma in recreation, and experience in a municipal recreation position is preferred. SPRA and S.A.R.P. advocates that the types of positions listed previously require a degree or diploma in leisure studies. In Saskatchewan, there are three institutions that offer post-secondary study in recreation:

Saskatchewan Polytechnic – Recreation and Community Development Diploma
University of Regina – Bachelor of Sport and Recreation Studies
University of Saskatchewan – Bachelor of Science, Kinesiology

Salaries and Benefits

Saskatchewan employers offer a variety of salaries to Recreation Professionals. Some Recreation Professionals are members of unions, while others are classified as out-of-scope. There is no set scale within the province of Saskatchewan for salaries of Recreation Professionals; however some Recreation Professionals work in unionized positions that do have set pay scales. Please contact an SPRA Field Office or S.A.R.P. for current employee pay scales. Most Recreation Professionals participate in benefits and pension plans through their workplace. It is recommended that pay scales reflect the employee's level of education and experience, as required by the employer.

The Saskatchewan Parks and Recreation Association (SPRA), Sask Culture Inc. (SC) and the Saskatchewan Association of Recreation Professionals (S.A.R.P.) recently engaged Knibbs/associates HR Consulting to conduct a comprehensive study that encompassed the salary and compensation levels for a defined group of positions within the culture and recreation sectors in Saskatchewan. Results of this study are available to communities upon request.

Suggestions for Employers Regarding Employee Support

In order for a Recreation Professionals to fulfill their duties in a professional and competent manner, some basic support mechanisms are necessary.

- Provide a computer (and training) and internet access
- Provide office space, telephone and cellular phone
- Cover of travel expenses and mileage or provide a vehicle
- Provide clerical support staff
- Encourage professional development (conferences, seminars, training) and networking
- Allow the employee time, on an ongoing basis, to do research or investigate best practices from other communities
- Encourage membership in a professional association and other applicable associations; the membership fees for these associations are frequently covered by the employer
- Provide support (time and financial) for additional post-secondary training that is required, particularly in the instance of an employer adding responsibilities to the job description of the Recreation Professional

Employers and their employee should understand and monitor the employee's personal lifestyle in the areas of time management, stress factors, and attitudes (job satisfaction, job involvement and job commitment). Using discretion, the community Recreation Professional often becomes an active

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member of the community, but it should be understood that membership is personal and is not to be construed as an involvement on behalf of Council, Board and/or Department.

The person or people, who the Recreation Professional will be responsible to, should be involved in developing the job description and in interviewing candidates. Clear lines of communication and responsibility should be developed for the community Recreation Professional, and provide an annual employee performance evaluation. The employer should have conflict of interest guidelines and discuss them with the employee. A flowchart should be developed to show these lines of responsibility and accountability clearly.

Things to consider:

- Job descriptions must be related to the recreation boards or municipalities' mission, vision and goals
- Job descriptions should be reviewed annually to ensure they accurately reflect the job duties required and being performed
- Be realistic that all of the tasks and responsibilities can be completed by one person
- Core competencies are the personal attributes or underlying characteristics, which combined with education and technical or professional skill, enable the delivery of a job

Sample Job Description – **Appendix B**

2.3 Hiring Committee

Each recreation board should have a hiring or personnel committee. This committee will be tasked with:

- Recruiting for the position
- Interviewing applicants
- Checking references

The hiring committee should:

- Have a clearly defined mandate
- Are comprised of at least two to three members
- Do not have a conflict of interest or any perceived conflict of interest in the community
- Should meet in advance to determine how they will conduct the interview

Once the committee has found a suitable candidate they will bring forward their recommendation for consideration. Once the committee's selection has been approved, the committee will:

- Negotiate a job offer
- Ensure the new director receives a thorough orientation to the job and community
- Receives an annual performance appraisal

Note: If a municipality is hiring the candidate then regular municipal hiring procedures would be followed.

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2.4 Advertise the Opportunity

Getting your job posting to the right people will be the key to your success in recruiting a suitable candidate.

Qualified candidates can be found:

- Within the organization
- Other communities
- Other Provinces
- The Private or Non-Profit Sector

The Job Advertisement: The job advertisement should highlight the responsibilities of the position and include information from the job description that is presented in a way that will appeal to prospective employees. This can be an effective tool in marketing the organization. Be sure to include the following:

Job Title: Include the title of the open position. Job titles help communicate the scope of responsibility.

Position Description: Outline the key duties of the position and make it exciting. This will assist prospective candidates in learning about the position.

Knowledge, Skills and Abilities: What skills, academic/education and related work experience is expected for the position.

What the organization offers: Highlight what separates your organization or community from the others, and entice someone to want to apply.

Salary: Mentioning salary is important and may save the hiring committee valuable time. If salary and a benefit package are competitive, it may help to attract qualified candidates.

Respond to: Include contact names, phone numbers, physical and email addresses for candidates to obtain more information or to submit an application. Be consistent with this information and have one primary contact.

Sample Job Advertisements – **Appendix C**

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2.5 Where to Advertise

Advertising can be expensive so choosing a location to advertise from is important. Consider the following:

Newspapers: Local and regional newspapers as well as large distribution papers such as *Leader Post* or *The StarPhoenix*

Websites: Posting the position on the SPRA and S.A.R.P. website and the Municipal, RM or Band website is an excellent way to reach a large number of people

Job Sites: Using the government of Canada job bank (www.jobbank.gc.ca) or local sites (www.saskjobs.ca), is another excellent way of reaching a wide range of people

Publications: Posting positions through a newsletter, brochure or other promotional materials, or perhaps another organization's news bulletin

Word of mouth: Talk to people in other communities, recreation departments, or your local community organizations

Post-Secondary Institutions: Saskatchewan Polytechnic, University of Saskatchewan and University of Regina or Regional Colleges

Provincial Organizations: Saskatchewan Urban Municipalities Association and Saskatchewan Association of Rural Municipalities or other related organizations

Social Media: Facebook and Twitter

Executive Search Company: May be an option if the budget permits

Hiring a Recreation Professional

Step 3: Screen Applicants and Conduct Interviews

3.1 Review the Applications

Once the application deadline has passed and the hiring committee is no longer accepting applications, all of the resumes will need to be reviewed to determine which applicants the committee would like to interview.

Applications should be assessed on the pre-determined core competencies (knowledge, skills and abilities) that the committee has identified as being essential to the position. Only those individuals with these skills and applicable experience should be contacted for an interview.

Typically committees will interview the top three to five candidates.

Sample Screening Checklist

Each hiring committee member should evaluate the applications based on the characteristics the committee has previously identified as important for the position. Development of a chart will ensure that the most promising applicants are contacted for an interview first.

Required Competencies	Applicant 1	Applicant 2	Applicant 3	Applicant 4	Applicant 5
<ul style="list-style-type: none"> From job advertisement Change to reflect job advertisement 					
Relevant Education/Certification					
Work/Volunteer Experience					
Personnel Management					
Recreation Facility Management					
Program Planning					
Leadership Skills					
Communication Skills					
Use of a Vehicle					

Things to consider:

- Although it is ideal to interview candidates in person, due to geography and travel, this is not always possible
 - In some cases the travel expenses related to conducting the interview are covered by the employer
 - Phone or video interviews (i.e. Skype) are also a cost effective means of conducting interviews if possible
-

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3.2 Develop Interview Questions

The job interview is a critical component of the hiring process. Well-developed interview questions will provide the hiring committee with a basis to assess the candidate's ability to perform the job successfully. They will also assist in determining if the person will be a good fit for the organization and the community.

The Canadian Human Right Commission has developed the following guideline to be used when conducting interviews to ensure all individuals have equal employment opportunities. More information may be found on the Commission's website: www.chrc-ccdp.ca.

This guideline identifies some questions that are not permitted to be asked at the interview. These may include questions about an applicant's:

- Religion
- Age
- Marital or family status
- Physical handicaps or health problems that might reveal handicaps or health conditions that are not necessarily relevant to job performance

Interview questions should:

- Relate to the core competencies identified
- Allow the candidate to demonstrate their ability to perform the job duties outlined in the job description

Interview schedules should:

- Be for one hour maximum
- Allow 10 to 15 minutes between candidates for committee review

Interviews usually include questions about core competencies such as:

Education – One question with follow up if necessary

Experience – One to two questions

Job Knowledge – Three to five questions

Choose from the following areas:

- Administration, management and delivery
 - Knowledge of relevant policy and procedure
 - Diversity awareness
 - Recreation delivery in Saskatchewan
 - Workplace health and safety programs and procedures
 - Special event planning
 - Volunteer management
 - Financial management
 - Management of recreation facilities
-

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Skills – Three to five questions

Choose from the following areas:

- Organizational skills
- Analytical and problem solving
- Stress management
- Time management
- Computer
- Oral and written communication
- Public relations and public speaking
- Decision making
- Planning

Abilities – One to three questions

Choose from the following areas:

- Work with little supervision
- Maintain effective working relationships
- Display tact and discretion
- Adapt to changing priorities

Sample Interview Questions – **Appendix D**

3.3 Conduct the Interview

A well-organized interview ensures that the hiring committee gets the information they require to make a decision and makes the best use of the committee's time. The hiring committee should consist of the two to three members.

Typically, interviews are divided into the following components:

Introduction (5-10 minutes)

- **Build Rapport (two to five minutes):** Introduce yourself and the other committee members and try to make the candidate comfortable and relaxed. Make "small talk" as you settle into the interview setting.
 - **Provide Background Information (three to five minutes):** Give the candidate background information about the position and the recreation association.
 - **Communicate Expectations (one minute):** Review the interview process that the committee has agreed upon. Inform the candidate that the committee will be asking questions first and will be recording the answers. Explain that there will be time for the candidate to ask questions at the end of the interview.
-

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Interview Questions/Answers (15-40 minutes)

- Based on the core competencies identified, ask questions to get the candidate to demonstrate their knowledge, skill and abilities.
- Ask open ended questions to encourage the candidate to do most of the talking. If necessary, ask the candidate to clarify and/or elaborate on a question. Remember your objective is to find evidence that a candidate has the skills needed to do the job.
- Be sure to take good notes as they will be used to evaluate the candidates later.

Interview Close (5-10 minutes)

Communicate Next steps:

- Candidates will want to know the next steps of the interview process and when they will hear from the committee. Let them know your process and, if necessary, ask them for references. If the successful candidate will be required to successfully complete a criminal record and/or child abuse registry checks as a condition of employment, this is a good opportunity to share this information.

Candidate's Questions:

- Leave enough time to answer any questions the candidate may have. This is an excellent time to sell the organization and will ensure each candidate leaves with a positive impression of the organization.

Remember that in order to evaluate fairly and accurately, each person must be asked the same series of questions.

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Step 4: Check References and Make the Job Offer

4.1 Evaluate the Interview

During each interview, hiring committee members should take detailed notes of each candidate's responses. These notes can be evaluated individually and then review the results as a group.

4.2 Check References

Checking references is an opportunity for the hiring committee to verify the information provided at the interview. Candidates should be prepared to provide three references, generally two professional references and one personal reference.

Sample Reference Questions:

- In what capacity do you know (name of candidate)?
- What is your opinion of (name) skills in terms of his/her ability to deliver recreation programs within their current/previous position?
- Did (name) supervise other employees? How effectively?
- How did (name) handle conflict? How about pressure? Stress?
- Did you evaluate (name) performance? Can you speak to his/her strong points? Weak points?
- What was (name) biggest accomplishment while working for your organization?
- Can you describe his/her experience working as a team member?
- Is there anything you would like to share with me?
- If you had the opportunity, would you re-hire (name)?

Criminal Record Checks

Completion of criminal record and vulnerable sector checks are not a requirement of the hiring process. However, since the Recreation Professional, through their work responsibilities, is frequently in contact with children and is responsible for public resources, it is recommended that candidates be required to complete criminal record and vulnerable sector checks as a condition of employment. It is recommended that contact be made with your local RCMP or Police detachment for more information.

4.3 Negotiate the Job Offer

The committee should be prepared to negotiate on the following as their authority permits:

- Salary and benefits
 - Vacation allowance
 - Overtime and mileage rates
 - Start date
 - Hours of work
 - Work location
 - Moving expenses
-

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The **Letter of Offer** should include the following details:

- Start date (including time and work location)
- Starting salary
- Hours of work
- Immediate supervisor
- A place for the candidate to sign and formally accept the position.
- The letter of offer may be considered an employment contract

4.4 Letter to Unsuccessful Candidates

The letter should be sent in a timely manner. The hiring committee should ensure that they have received a **signed letter of offer** from the successful candidate prior to notifying unsuccessful candidates of their decision.

Sample Letter to Unsuccessful Candidate – **Appendix E**

Sample Letter of Offer – **Appendix F**

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Step 5: Job Orientation and Ongoing Support

5.1 Orientation

The final and equally important step of the hiring process is ensuring that the new Recreation Professional receives a thorough orientation to the recreation board, the community and their job duties. Successful employees are given the tools they need to achieve these goals. The orientation and ongoing support are essential tools that employers can provide new employees.

5.2 Orientation Checklist

The orientation checklist provides the employer with a tool that can be used to ensure the new employee has received all the information required to perform the job satisfactorily. Once completed, the orientation checklist should be placed in the employee's personnel file and reviewed on an ongoing basis to address any issues or concerns the employee may be encountering.

Orientation Checklist – **Appendix G**

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Appendix List

Appendix A: Menu Style List of Duties and Responsibilities (S.A.R.P.)

Appendix B: Sample Job Description

Appendix C: Sample Job Advertisements

Appendix D: Sample Interview Questions

Appendix E: Sample Letter to Unsuccessful Candidate

Appendix F: Sample Letter of Offer

Appendix G: Orientation Checklist

Appendix H: Glossary

Appendix A

Menu-Style List of Duties and Responsibilities (S.A.R.P.)

For each position description, select only those duties and skills listed below that are appropriate for that position. Each position will have a primary focus area and therefore some, but not all duties and skills listed under each category will be required.

Philosophical Base

Duties:

- Communicate the benefits of recreation and their importance to co-workers, employers, citizens, community groups and other agencies

Skills:

- Knowledge and understanding of the philosophies and principles associated with benefits models or recreation for the provision, promotion and development of leisure services. Understanding of the personal, social, economic and environmental benefits of sport, culture, recreation and parks
- Knowledge of the interrelationship between sport, culture and recreation
- Understand the conceptual foundation of play, recreation and leisure for all populations and settings
- Knowledge of the theory, philosophy, standards, trends and practices of recreation program planning in organizational, volunteer and community development settings
- Knowledge of the interrelationship between the natural environment and recreation activity

Programming

Duties:

- Plan, implement and evaluate programs
 - Schedule facilities required for program delivery
 - Ensure program has adequate resources (people/materials) to succeed
 - Assist program staff/volunteers to successfully carry out the program
 - Coordinate the preparation of program information for use in promoting and assisting staff with identification of promotional plans for activities
 - Provide supportive action required to assist groups in conducting needs assessments and issue identification and correlate those needs with activities of the council, board and/or department
 - Assess and identify needs, strengths and issues of the community/patrons
 - Direct and coordinate the development and rationale of user fee charges for programs and services
-

Appendix A

Skills:

- Knowledge of recreation practices and principles – understanding of the theory and practice of planned leisure activities, organizational and volunteer development and their application to personal and community development
- Demonstrated ability to ensure the development of leisure services based on assessed needs
- Solid organization, communication and management skills
- Effective people skills – dealing with staff, volunteers, councils, patrons
- Ability to plan programs on a daily, weekly, monthly and yearly basis – be flexible
- Knowledge of current literature, standards, trends and evaluation principles and methods applicable to program planning
- Knowledge of the purpose, requirements, collection, interpretation and application of research, for the purpose of programming and evaluation

Public Relations and Marketing**Duties:**

- Publicity and marketing of programs/events through bulletins, regular newsletters, local paper, radio, posters, changeable sign, email networks, web page and other forms of communication
- Responsible for implementing a public relations program with clubs, organizations, patrons, general public and neighboring municipalities
- Work with the local media on a regular basis to promote community sport, culture and recreation
- Conduct market research
- Research and develop a recreation marketing plan

Skills:

- Ability to prepare written and oral reports for the Recreation board, Council, media and other community organizations
 - Ability to promote the benefits of recreation and active living with the “Benefits Catalogue” as a resource
 - Make use of existing marketing campaigns at a local level from Saskatchewan Parks and Recreation Association, SaskCulture Inc., Sask Sport Inc., and Saskatchewan Association of Recreation Professionals “The Benefits of Hiring a Recreation Professional”
 - Ability to promote yourself, your department and your program, cultivate success stories, maintain rapport with all community groups and inspire confidence in yourself
-

Appendix A

Leadership and Community Development

Duties:

- Liaison between department, council or board and community groups
- Liaison between community groups and regional, provincial and national organizations
- Empower community groups to help themselves
- Provide direct and indirect personnel and material resources to community groups
- Recognize the need for and provide space for non-programmed recreation use
- Facilitate the process of public participation for park, recreation and facility development and provide the council, board and/or department with information regarding issues, needs and concerns of the community
- Provide consultative services to community and user groups in planning, conducting and evaluating operations
- Negotiate partnerships, leases and co-sponsorships, with the public and other agencies approved by council, board and/or department, providing a wide variety of leisure activities and reduce barriers to participation for all the population
- Recruit and retain volunteers to maintain programs and enhance community development
- Develop and provide services as identified by the board and/or department in areas of leadership and training, organization development and community planning
- Develop long and short term plans based on community needs

Skills:

- Strong understanding of how the community fits into the provincial sport, culture and recreation delivery system
- Ability to negotiate mutually beneficial agreements and to manage change through decision making, problem solving, consensus building and dialogue
- Knowledge, understanding and awareness of cross cultural issues
- Solid understanding of skills required to chair a meeting
- Demonstrated facilitation, leadership, supervisory and training skills

Oral and Written Communications

Duties:

- Report and communicate the benefits of recreation to the community or organization
 - Express ideas and concepts verbally to staff, public and community groups/organizations
 - On a regular basis and upon request, orally express ideas and concepts to council and community groups/organization relating to community recreation development
 - Express in writing ideas and concepts to staff, public and community groups/organizations (i.e. program and funding proposals)
-

Appendix A

- Submit written reports to regular meetings of council and attend in person the meetings on a request basis
- Coordinate and direct the preparation of relevant, reliable and required reports as specified by council and/or board
- Prepare effective reports that measure the success of plans, programs and policies
- Prepare reports of concerns and comments from the public and staff
- In a timely manner, handle the correspondence of council, board and/or department as directed at a duly constituted board meeting

Skills:

- Ability to express ideas effectively verbally and in writing
- Knowledge of the theory, philosophy, standards, trends and practices of recreation program planning in municipal organizational, volunteer and community development settings
- Demonstrated facilitation, leadership, supervisory and training skills
- Demonstrated research and resource development skills
- Knowledge of the principles and practices of leisure program administration
- Ability to establish and maintain effective working relationship and to work as a team member
- Ability to communicate effectively with cross-cultural groups

Administration and Management

Budgeting/Financial Management/Tracking

Duties:

- Forecast and monitor budgets for programs
 - Coordinate and assist with the preparation and monitoring of the budget both capital and operating as outlined by council, board and/or department
 - Annually coordinate and assist in the preparation of a long term capital expenditure plan
 - Structure fee schedules and develop schedules for fee generation
 - Track the annual operating and capital budgets as approved by council
 - Research and write effective grant applications
 - Provide opportunities for community groups to access grants
 - Maintain financial books, read and interpret balance sheets and income statements
 - Manage and track membership database
-

Appendix A

Staffing and Volunteer Management

Duties:

- Apply personnel management techniques including job analysis, recruitment, selection, training, motivation, labor relations and evaluation of staff and volunteers
- Assist with the selection, scheduling, performance monitoring and assessment, development and guidance of staff
- Develop and maintain effective working relationship with staff, peers, supervisor, volunteers and the public
- Represent council, board and/or department on cooperative program projects

Policies and Legislation

Duties:

- Provide expertise and policy interpretation of civic policies, bylaws and provincial legislation related to the delivery of recreation programs and services
- Play an active role in policy development and implementation
- Implement and administer the policies and procedures relating to approved council, board and/or department. Make recommendations regarding capital improvements and purchases of equipment and structures
- Ensure that information and decision making relating to distribution, disposition and acquisition of municipal reserve lands meets the needs of leisure programs and services in the community
- Direct the facilitation of public participation processes which allow residents the opportunity to provide input and feedback on preferences and priorities for leisure activities and services provided by the department and external delivery agencies
- Ensure that the requirements of the various departments are understood and implemented, which may include but are not limited to: Occupation Health and Safety; Public Health; Labour Standards; Food Securities; Warehouse Hazardous Materials Information Systems; Union Act/Contract; Not-for-Profit Corporations Act; Workers Compensation; Municipalities Act as it related to recreation; local bylaws, and building and fire codes
- Awareness of and access to current policies and legislation

Maintenance, Operation and Design

Duties:

- Coordinate/manage the process of acquisition, planning, design and construction of facilities under the control of the council, board and/or department
 - Coordinate leisure facility maintenance and operations
 - Facility design based on community needs
 - Prepare annual maintenance plans for capital assets
 - Research and implement cost saving procedures, including saving to energy costs
-

Appendix A

Skills:

- Ability to apply personnel management techniques including job analysis, recruitment, selection, training, motivation, labour relations and evaluation of staff and volunteers
- Knowledge of the principles and practices of leisure program administration
- Demonstrated skill in all aspects of financial management, including budgeting and monitoring budgets for programs
- Awareness of environmental impacts of recreation and recreation facilities
- Understanding of and ability to interpret architectural plans
- Ability to coordinate and manage contractors and trade workers

Professional Development and Partnerships

Duties:

- Liaison and involvement with regional, provincial and federal sport and recreation organizations
- Take initiative in attracting conferences, workshops and clinics to the community, which encourage active, informed participation and leadership
- Maintain and share data with other recreation professionals
- Represent council, board, membership and/or department at the community level with respect to implementation and interpretation of available programs and services
- Encourage leadership development opportunities, and make recommendations as to training course for staff and volunteers
- Foster community partnerships with education, social services, health, justice, service clubs, etc.
- Work with neighbouring communities in the development of cooperative programs
- Be involved with tourism and economic development to coordinate and promote events, which have a positive effect on community well-being and growth
- Act as a resource person or consultant as required

Skills:

- Understand the sport/recreation delivery system in Saskatchewan
 - Understand Municipal, Provincial and Federal government agencies or ministries as they pertain to sport, culture, recreation and parks
 - Understand the importance of resources for professional development
 - Keep informed and current on all regional and provincial events and happenings
 - Be aware of and facilitate potential partnerships at local, regional and provincial levels
 - Be aware of special populations in the community (i.e. aboriginal, disable, target groups)
 - Knowledge of the significance of positive partnerships between other related fields such as, but not limited to: Justice, Federation of Saskatchewan Indian Nations, Metis Nation of Saskatchewan, Health Regions, Education, Regional Intersectoral Committees, Tourism Saskatchewan, Regional Parks, Regional Economic Development Authorities, Social Services
-

Appendix A

General Skills:

- Understand the history and development of the Recreation Professional and of professional issues
 - Understand ethical principles and professionalism
 - Knowledge of political, economic and social systems
 - Ability to problem solve and trouble shoot
 - Ability to utilize computer for basic functions, including word processing, spread sheets, and specialized programs related to leisure services
 - Ability to be analytical and think critically
 - Has initiative and acts independently
 - Prepared to work irregular hours and weekends
 - Driver's license and use of a vehicle
 - Ability to work with minimum supervision
 - Ability to develop and maintain effective working relationships with council, board, staff, peers, supervisor, volunteers and the public
-

Appendix B

Sample Job Description

Position Title: Recreation Director

Reports to: Chief Administrative Officer

Subordinate Positions:

Position Summary:

The Recreation Director is responsible for planning, organizing and promoting recreation activities and special events. This position is directly responsible for operation of the skating arena and outdoor pool. This position works closely with the Town Foreman and community volunteers to ensure quality and effective programs and services.

Responsibilities:

1. Coordinates the assessment of community needs to develop appropriate recreation services by staff, volunteers and outside agencies
2. Responsible for the daily operation of all components of the recreation office including but not limited to reports, files, correspondence, etc.
3. Prepares promotional material and promotes recreation programs in order to ensure that residents are aware of available opportunities and activities
4. Applies on behalf of the recreation board for operating grants and other funding opportunities
5. Attends recreation board meetings and other meetings as required
6. Prepares monthly and annual reports as required
7. Develops and maintains relationship with community, regional and provincial organizations to ensure coordination and optimum use of resources
8. Plans, assigns, supervises and evaluates the work of full, part-time, casual and contract employees in accordance with Saskatchewan Labour Laws
9. Monitors approved expenditures within budget
10. Establishes fees and honorariums for programs and events
11. Plans and develops recreation programs in order to ensure that activities and events are made available for all community members
12. Registers the public for recreation programs and special events and pool rentals
13. To ensure the development and implementation of the annual Canada Day celebration
14. Acts as the Recreation Board's representative on committees

Qualifications

Skills:

The Recreation Director must demonstrate the following skills:

- Sound organizational skills
 - Verbal and written communication skills
 - Effective decision making
-

Appendix B

Knowledge:

The Recreation Director must have demonstrated knowledge in the following:

- Recreation and leisure program administration, management and delivery
- Special event planning
- Management and operation of an outdoor facility

Ability:

The Recreation Director must demonstrate the following personal attributes:

- Ability to work with minimal supervision
- Ability to maintain effective working relationships

Education and Experience:

- Grade 12, G.E.D. or Mature High School Diploma
- Post-secondary degree or diploma in recreation or a related field
- Previous experience in a municipal recreation position

Working Conditions:

- Travel using a personal vehicle is a requirement of the position
 - The Recreation Director may have to work irregular or long hours at a time to complete special events or to participate in or coordinate evening and off hour activities.
-

Appendix C

Sample Job Advertisements

Example 1:

If you are looking for an exciting opportunity and an improvement in your quality of life, the Town of XYZ offers you a safe, active and environmentally conscious community that is close to the City of ABC but far away from the hustle and bustle. With abundant green space, historical landmarks, rural settings and recreation, the Town of XYZ is one of the most coveted places to live in Saskatchewan. Robust economically and committed to a sustainable balance of community, environmental and development initiatives, the Town blends urban and rural lifestyles with progressive planning and municipal stewardship.

Reporting to the CAO, you will be responsible for the direction, general management and overall administration of the Recreation Department. Developing the goals, objectives and practices required for the effective operation of the Department, you will plan programs which provide balanced recreation/leisure services for the residents of XYZ. Cultivate strong relationships with other departments within the municipality, partners and user groups and communicate regularly with municipal, provincial and governmental agencies.

You are an accomplished leader and manager of programs, facilities and people. Communicating with partners, users and other departments is an essential part of your managing skills. A degree or diploma in recreation/leisure studies would be an asset. At least five years' experience in managing an organization is essential. Essentially a manager with knowledge of budgeting, planning, project management and funding opportunities, you are ready to take on a key role with a community that truly recognizes the importance of recreation.

Appendix C

Example 2:

The Town of XYZ and Rural Municipality of 123 invite applications for the position of **Leisure Service Manager**.

We are seeking a professional, outgoing individual to manage the Recreation Department. The Manager will be responsible to ensure that the policies and procedures of the Recreation Department are carried out.

Qualifications:

- Ability and experience working with the public
- Strong written, verbal and interpersonal skills
- Strong management skills
- Strong marketing and organizational skills
- Experience working with youth
- Experience working with a Board of Directors
- Post-secondary education in a related field or satisfactory combination of education and work.

Resume including references and cover letter must be received no later than noon on (day), (month), (date), and (year). Submit by mail to: Town of (address) by fax (number) or by email to (address).

A job description is available at (insert website or contact number).

We thank all applicants for their interest; however, only those being considered for an interview will be contacted.

(Closing address)

Appendix D

Sample Interview Questions

Only select the questions that will allow the candidate to exhibit the skills that are required for the position.

Candidate's Name:

Relevant Education/Experience

- Please tell us about your education in recreation or a related field.

Work/Volunteer Experience

- Please tell us how your work and/or volunteer experience has prepared you for this position.
- Tell about an accomplishment in your last position you are most proud of and why.

Job Knowledge

Choose three to five questions that will allow the candidate to demonstrate the job knowledge critical for the position.

Recreation and Leisure Program Administration, Management and Delivery

- Please tell us about your experience in the municipal recreation environment.
- What do you see as opportunities in providing municipal recreation services in our community?

Knowledge of Relevant Legislation, Policy and Procedures

- Can you give one example of provincial or federal legislation that may impact a Recreation Professional? How?
- Give an example of how you made a change in a work related procedure or process, why you made the change and the results.

Special Event Planning

- Can you tell us about a special event that you were involved with and your role?
- If you could do one thing differently at this event, what would it be and why?

Volunteer Management

- Please tell us about your experience supervising volunteers.
- Name two reasons why a volunteer may stop volunteering with the recreation authority and what steps the Recreation Professional could take to keep this from happening.

Recreation Delivery System in Saskatchewan

- What challenges and/or opportunities are there in recreation delivery in Saskatchewan?
- How do you stay attuned to new recreation trends, programs or operating procedures?
-

Appendix D

Management and Operation of Recreation Facilities

- In your opinion, what is the most important consideration when operating a recreation facility?
- Tell us about the steps you would take to develop and implement a facility maintenance plan.

Diversity Awareness

- How do you value the differences that employees/volunteers bring to the job?
- How have you adapted your programs to the changing demographics in the community?

Financial Management

- What steps do you take when developing an operating budget for an organization (event)?
- What tools could you use to track expenses and income for your organization?

Workplace Health and Safety Programs and Procedures

- Please tell us your understanding of the role of the workplace health and safety committee.
- As the Recreation Professional, what steps would you take to ensure that the required workplace health and safety procedures are developed and adhered to?

Skills

Choose three to five questions that will allow the candidate to demonstrate the skills you require for the position.

Sound Organizational Skills

- Tell us about a time when you used your organizing and scheduling skills to create a productive work environment.
- Give us an example of a project you were given and how you accomplished it.

Oral and Written Communication Skills

- How do you communicate with others?
- Tell us about a time when someone returned one of your reports because they didn't understand it. What did you do?

Analytical and Problem Solving Skills

- Tell us about a time you were asked to evaluate a situation and recommend a new approach. What factors did you take into consideration?
- Give me an example of a work problem that you anticipated and resolved.

Decision Making Skills

- Give us an example of a good decision you made in the last six months. What were the alternatives and why was it a good decision?
 - Tell us about a time you involved others in the decision making process.
-

Appendix D

Time Management Skills

- What methods or techniques do you use to manage your time?
- How do you prioritize your workload?

Public Relations and Public Speaking Skills

- What tools would you use to keep the public informed of the activities of the Recreation Professional?
- Tell us about a time when a presentation did not go well and how you dealt with it.

Stress Management Skills

- Give us an example of a work project or situation that you have been frustrated with and how you dealt with it.
- Describe what you do to maintain a healthy work-life balance.

Abilities

Choose one to three questions that will allow the candidate to determine his/her abilities that are required for the position.

Work with Little Supervision (Ability)

- Explain a project you undertook on your own initiative that made a major impact on your organization. What prompted you to initiate it, and what steps did you take to accomplish it?
- Give us an example of a time when you had to ask your supervisor for assistance on a situation or project.

Display Tact and Discretion (Ability)

- Give an example of a difficult situation you encountered with another staff member that you work with regularly and how you resolved it.
- Give an example of a performance issues in your organization and how you managed it.

Planning Skills (Ability)

- What kinds of project planning and administration are you involved in at your current position?
- What steps would you take to develop a community recreation plan?

Computer

- Describe your previous working knowledge of computer applications. Please specify what software packages you have used and how you have used them in your workplace.
 - What computer courses/training have you taken?
-

Appendix D

Maintain Effective Working Relationships (Ability)

- Tell me about a time you were able to adapt to a difficult-to-deal-with volunteer, co-worker or employee.
- Explain a situation where you adapted your behaviour and communication style to gain co-operation on a team project.

Adapt to Changing Priorities (Ability)

- How do you handle interruptions to ensure that you complete your projects on time?
- Describe a time in your current job when your boss assigned you a rush project even though you had other important priorities at the time. How did you feel and what was your response?

Other Possible Interview Questions

- If you were the successful candidate, when would you be able to start?
 - Do you have a valid driver's license and access to a vehicle that can be used for work purpose?
 - If you were the successful candidate, what priorities would you set for yourself during the first six months in this position?
-

Appendix F

Sample Letter to Unsuccessful Candidate

XYZ Recreation Organization (on the organization's letterhead)

January 1, 2000

Miss Jane Doe
Box 123
Anywhere, Saskatchewan
YEA YEA

Dear Jane:

RE: (Job Title) Position

Thank-you for your interest in the (Job Title) position for the XYZ Recreation Organization.

We enjoyed meeting with you and discussing your interest in the position. In considering all candidates, we felt that the qualifications of another candidate more closely suited the needs of our organization at this time.

We wish you success in your job search.

Yours truly,

Chair of Recreation Organization

Appendix F

Sample Letter of Offer

XYZ Recreation Organization (on the organization's letterhead)

January 1, 2000

Miss Jane Doe
 Box 123
 Anywhere, Saskatchewan
 YEA YEA

Dear Jane:

In follow-up to your interview and your hiring that followed, I would like to take this opportunity to congratulate you on your appointment to the position of **(position applied for)**

(Date of hire) your employment package will consist of:

Annual Salary: \$
Anniversary Date: Your Anniversary Date will be
Probation Period:
Performance Review Date:
Pension Plan: Whatever pension plan is offered.
Benefits Plan: Whatever benefits are offered.
Sick Days: Sick days will be accumulated at the rate of
Holidays:
Hours of Work:

Please acknowledge your acceptance of this employment offer by signing below and returning a copy of this agreement.

Yours truly,

(Your name, organization)

 Name

 Date

 Witness

 Date

Appendix G

Orientation Checklist

The Orientation Checklist provides recreation associations with a tool that can be used to ensure the new employee has received all the information required to perform the job satisfactorily.

Employee Name:

Date of Hire:

Position:

Immediate Supervisor:

Prior to Employee Arrival	Person Responsible	Date Completed
Prepare new employee's workspace. Ensure all supplies are available		
Ensure the new employee is set up with telephone number/voicemail, computer log in, access to appropriate buildings		
Announce the selection of new employees to all existing employees and board members		
Inform the community of the new employee using press release, media interview, letter to user groups as appropriate		
Contact payroll department to set up meeting or to get required employment forms.		
Ensure the personnel policy is up-to-date.		

First Day/Week		
Introductions Co-workers Provide list of contacts and phone numbers Advise who "go to" people are for different items (i.e. payroll, administration)		
Job Requirements Review job description Explain probationary period Review organization chart and reporting structure Identify regularly scheduled meetings or special events the employee is expected to attend Provide employee with a copy of all organizational policies and procedures		

Appendix G

Office Practices (personnel policy)		
Dress code Hours of work – lunch, break times and over time, flex time Travel – mileage Appointment policy Sick/Family related leave Vacation scheduling Record keeping Mail and banking practices Voicemail set up Timesheets Media policy Forms Issue keys, security codes, etc.		

Advise employees of the date/time of any pre-arranged meetings		
Payroll Requirements Ensure all necessary payroll forms are complete and sent to appropriate person If applicable discuss benefit information and ensure appropriate forms are complete Advise of any collective agreements		
Tour of Immediate Work Area Photocopier, fax machines Office supplies Washrooms First Aid Kit, fire extinguisher and exits Janitor room and/or storage Designated smoking areas Parking Security Garbage/recycling		

Appendix G

Within First Month		
Tour all Work Areas Tour all facilities employee will work in Introduce employee to staff/volunteers in each work area Ensure employee has keys/access to all areas Provide working overview of each location Ensure employee has contact information for each location		
Job Requirements Review current projects and priorities Review policy and procedures Review financial procedures and financial signing authority		
Introductions Introduce employee to external client groups, user groups, key community contacts Introduce employee to local consultants		
Feedback Schedule time to meet with the employee to discuss the job and provide support as needed		
Contact Information Provide employee with contact information for local, regional, provincial and national organizations.		

Appendix H

Glossary

Recreation:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.¹

A Recreation Professional is a person who:

- Has a passion for the recreation field,
- Subscribes to accepted standards within the recreation field,
- Has built a core body of knowledge in recreation and leisure,²
- Has gained an accepted level of experience in the recreation field and,
- Ascribes to accepted ethics in their profession.

Community Recreation:

A service provided to the community at large through three sectors - Voluntary, Professional and Commercial/Private Enterprise. Community recreation is benefits driven and impacts a person's personal, social, environmental and economic well-being.

** Note: For the purposes of this document, the word community refers to a geographical community, as well as a community of common concerns or issues.*

Recreation Director:

Refers to a paid employee who has been hired to administer and advise on recreation services.³

Recreation Board:

A Recreation Board is an organized group of individual citizens, appointed by a municipal council(s) as a committee to represent one or more municipalities, and is established in accordance with Section 81 of *The Municipalities Act* to exercise managerial, operational, supervisory or advisory powers as directed by the municipality(s) pertaining to the provision of sport, culture and recreation services.⁴

Recreation Services:

Shall refer to and include Sport, Culture and Recreation⁵

Community:

A group of individuals who share common interests or characteristics, such as demography, geographic location, culture, etc., and who are perceived or who perceive themselves as distinct in some respect from the larger society within which it exists.⁶

Delivery Network:

Refers to agencies, organizations and municipalities with a mandate to deliver or facilitate the delivery of recreation programs and services.

Municipality:

Means a Town, Village, Resort Village, Rural Municipality or Restructured Municipality.⁷

Appendix H

Provider:

An individual, volunteer or paid, who delivers, oversees, manages or administers a recreation program or service.

Recreation and Sport Infrastructure

Includes the construction, maintenance, repair, operation and the supervision of facilities and outdoor areas. Indoor spaces and places include arenas, community centres and halls, indoor pools, cultural centres, senior and youth centres. Outdoor spaces and places include parks, playing fields, play-structures, trails, forested areas, outdoor pools, splash pads, pavilions, gardens, waterfronts, marinas, outdoor courts (i.e. tennis, basketball), outdoor rinks and golf courses.⁸

Regional:

Regional means any group of neighbouring communities, and includes both rural and urban municipalities. Aside for the proximity of being next-door or close-by neighbours, there is no strict geographic or administrative definition. However, key characteristics of an effective region include:

- Reasonable ease of access to each other; and
- Some reasonable level of familiarity and history of contact between the residents of the neighbouring municipalities.⁹

Rural Municipality:

Refers to a rural area municipality incorporated pursuant to the Municipalities Act.¹⁰

Sector:

A collective grouping of individuals, agencies, organizations and municipalities who have an interest in and contribute to the delivery of recreation services.

Wellbeing:

The presence of the highest possible quality of life in its full breadth of expression, focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in recreation and culture.¹¹

^{1, 6, 8, 11} Canadian Parks and Recreation Association. (2014). *Pathways to Wellbeing: A Framework for Canada*.

² Saskatchewan Association of Recreation Professionals. (1995). *Professional Competencies*.

^{3, 9} Saskatchewan Parks and Recreation Association. (2014) *Recreation Board Development Resource Manual*.

^{7, 10} Government of Saskatchewan. (2005). *The Municipalities Act*.

^{4, 5} Recreation and Regional Services Branch, Manitoba Children and Youth Opportunities and Recreation Connections Manitoba. (2011). *Hiring a Recreation Director*.

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LOTTERIES

