



# Striving for Excellence Category 4.0: Human Resources

Presented by:

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Miami-Dade Parks, Recreation and Open Space department



# CAPRA Category 4.0

- Purpose

To help parks agencies seeking accreditation or reaccreditation meet the Commission for Accreditation of Park and Recreation Agencies' (CAPRA) Human Resources Standards found in Category 4.

# CAPRA Category 4.0

## ■ Learning Objectives

At the end of this session participants will be able to...

1. Know the difference between the old Human Resources Standards (2009) and the current standards (2014),
2. Understand the requirements of each Human Resources Standard,
3. Reference examples and sources for demonstrating evidence of compliance.



# CAPRA Category 4.0

- **4.1 - Personnel Policies and Procedures Manual**

Standard: There shall be established policies that are reviewed periodically and govern the administration of personnel procedures for both professional and nonprofessional employees. The personnel policies and procedures manual shall be available to each employee, as appropriate to the position.



# CAPRA Category 4.0

## ■ 4.1 - Personnel Policies and Procedures Manual (Continued)

Suggested Evidence of Compliance: Provide the personnel policies and procedures manual and the date of latest review.

The personnel practices shall include procedures for

- a. Selection, hiring, and dismissal;
- b. Benefits including retirement, insurance, leaves, and other benefits;
- c. Salary schedule;
- d. Incentive system; and
- e. Staff development program.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp 443-444; Compendium Section 17-7.*



# CAPRA Category 4.0

## ■ 4.1.1 - Code of Ethics

Standard: There must be an established statement of ethical principles for agency personnel that provide a clear understanding of ethical responsibility involving issues as related to the park and recreation system, business dealings with other entities, interrelationships with other organizations and agencies, and interactions with participants.

Suggested Evidence of Compliance: Provide the code of ethics.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp 422-423.*

**NEW**

## CAPRA Category 4.0

- **4.1.1.1 - Staff Acceptance of Gifts and Gratuities**

Standard: The agency shall have an established policy for the acceptance of gifts and gratuities by staff members.

Suggested Evidence of Compliance: Provide the policy on acceptance of gifts and gratuities by staff members.

## **POLICIES AFFECTING EMPLOYMENT**

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### **SUMMARY**

This is an overview of the different County policies affecting employment with Miami-Dade County.

### **PROCEDURE**

**7. Gifts or Favors:** Employees may not accept gifts, favors, services, or anything of value from persons or organizations due to their employment with Miami-Dade County."



Under the provisions of Administrative Order No. 1-3, the authority to accept or reject gifts, donations, artwork, commemorative and/or memorial structures and devises or bequests offered to the County with a fair market value greater than \$1,000 lies with the County Mayor or Mayor's Designee, on behalf of Miami-Dade County.

The authority to accept or reject gifts, donations, artwork, commemorative and/or memorial structures, and devises or bequests offered to the County with a fair market value less than \$1,000 shall lie with the Department Director. The Department must send an itemized list of gifts that are accepted or rejected on a quarterly basis to the County Mayor.

# CAPRA Category 4.0

## ■ 4.1.2 - Recruitment Process

Standard: There shall be a comprehensive recruitment process to attract qualified personnel that is based upon established recruitment procedures with specific recruitment objectives that are reviewed periodically. It is understood that in certain cases an agency is required to handle its personnel through a state or local civil service merit system, and is, therefore, linked to that system in the recruitment of its park and recreation personnel. Agencies are obligated to comply with all applicable statutes and policy statements.

# CAPRA Category 4.0

## ■ 4.1.2 - Recruitment Process (continued)

Suggested Evidence of Compliance: Provide recruitment procedures, recruitment objectives, and last review.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 404-406.*

Procedure Number: 481  
Effective Date: 10/14

## **EMPLOYEE RECRUITMENT**

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### **SUMMARY**

This procedure explains the process to fill vacant non-tested positions.

The Recruitment and Internal Placement Section will work with departments to develop a strategic recruitment plan to maximize recruitment efforts and generate the best pool of qualified applicants.



# CAPRA Category 4.0

## ■ 4.1.3 - Equal Opportunity Employment and Workforce Diversity

Standard: There shall be an established policy regarding diversity with evidence of implementation that assures equal opportunities for employment, promotion, and equity in employment working conditions and that complies with the American Disabilities Act.

Suggested Evidence of Compliance: Provide the equal opportunity and workforce diversity policy and show evidence of implementation.

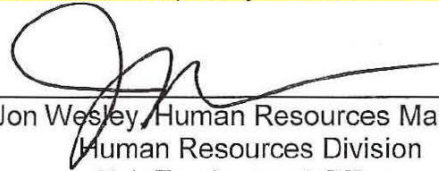
*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 437-438.*



## DECLARATION OF POLICY


It is the policy of Miami-Dade County to provide equal employment opportunity for all qualified applicants and employees without regard to race, color, religion, sex, national origin, age, retaliation, disability, ancestry, marital status, familial status, pregnancy, sexual orientation, or the exercise of constitutional or statutory rights. Miami-Dade County does not tolerate unlawful discrimination or harassment and will thoroughly investigate all claims of wrongful treatment.

Furthermore, it is the policy of our Department to protect and safeguard individuals recruited, selected and hired within the Park and Recreation employment system by promoting and maintaining Equal Employment Opportunity by means of Affirmative Action. Non-discrimination will apply to all activities such as advertisement, recruitment, selection, transfer, promotions, training, compensation benefits, performance evaluation, disciplinary matters and workplace environment.



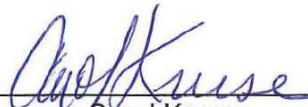
Jon Wesley, Human Resources Manager  
Human Resources Division  
Fair Employment Officer

11/25/14  
Date



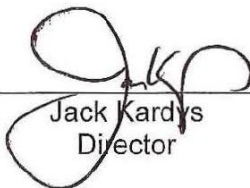
Beatriz Lee, Chief  
Human Resources Division

11/25/2014  
Date



Carol Kruse  
Assistant Director for Administration

11/25/2014  
Date



Jack Kardys  
Director

11/26/14  
Date

# AMERICANS WITH DISABILITIES ACT

## REASONABLE ACCOMMODATION

### COUNTYWIDE PROCEDURES MANUAL

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Miami-Dade County  
Human Resources Department  
Labor Management and Compensation Division  
ADA Unit/Office of Reasonable Accommodation  
[www.miamidade.gov/hr/](http://www.miamidade.gov/hr/)



*Delivering Excellence Every Day*

# CAPRA Category 4.0

## ■ 4.1.4 - Selection Process

Standard: There shall be comprehensive procedures for hiring personnel. The agency shall also have a role in determination of skills and the personal attributes required for positions.

Suggested Evidence of Compliance: Provide selection process procedures and evidence that procedures are being followed. The procedures shall include information about the purpose, development, validity, utility, fairness, adverse impact, administration, scoring, and interpretation of all elements used in the selection process.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 408-414.*



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## ■ 4.1.5 - Background Investigation

Standard: The agency process for hiring personnel shall include procedures for a national background investigation prior to appointment, including verification of a candidate's qualifying credentials, review of a candidate's civil and criminal record, particular attention to drug and child/adult-abuse records, and driving record for employees assigned to operate motor vehicles. Part of the process shall include criteria for disqualification which at a minimum is consistent with the "Criteria for Exclusion" guidelines adopted by the National Recreation and Parks Association.



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### ■ 4.1.5 - Background Investigation (continued)

Suggested Evidence of Compliance: Provide the background investigation procedures and examples of background checks completed.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 412-413.*

# CAPRA Category 4.0

## ■ 4.1.6 - Employee Benefits

Standard: There shall be an established employee benefits plan. Each of the benefits provided to employees shall be described in terms of what is provided, under what conditions, and the extent of the benefit. Types of benefits often include administrative leave, holiday leave, sick leave, vacation leave, retirement program, health insurance program, disability and death benefits program, liability protection program, provision of clothing and equipment used by employees in performing park and recreation functions, employee education benefits, if any, and personnel support services to employees.

# CAPRA Category 4.0

## ■ 4.1.6 - Employee Benefits (continued)

Suggested Evidence of Compliance: Provide the employee benefits plan.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 416-422.*

# CAPRA Category 4.0

## ■ 4.1.7 - Supervision

Standard: There shall be constructive and effective supervision of all personnel to help them grow professionally and improve programs and services. Supervision is an on-going and systematic process that is helpful for the well-being of the individual and agency. Important characteristics of effective supervision are the ability to communicate expectations, delegate authority commensurate with the assigned tasks, provide feedback, and motivate. There should be supervisory processes, procedures, or tools that highlight staff orientation, staff coaching, mentoring and training, performance review, and human resource policies affecting supervision of staff

# CAPRA Category 4.0

## ■ 4.1.7 – Supervision (continued)

Suggested Evidence of Compliance: Provide examples of processes, procedures, or tools used to assure constructive and effective employee supervision.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 18 – Supervision of Personnel, pp 461-484.*

# CAPRA Category 4.0

- PROS provided the following items for Standard 4.1.7
  - County's Personnel Rules
  - Disciplinary Policy and Guidelines
  - Performance Evaluation Procedure
  - PROS Unlawful Harassment Procedure
  - Supervisor Leadership Training Scheduling Email
  - Supervisor Orientation Training
  - Worksite Orientation Checklist



# FULL-TIME EMPLOYEE WORKSITE ORIENTATION



EMPLOYEE NAME \_\_\_\_\_ EMPLOYEE ID # \_\_\_\_\_  
 CLASSIFICATION \_\_\_\_\_ JOB OPENING # \_\_\_\_\_  
 LOCATION NAME \_\_\_\_\_ DEPT/DIV/LOC NO. \_\_\_\_\_

has completed processing in the Personnel Office and may start to work on \_\_\_\_\_

Please check each item as it is discussed with the employee, sign and return to the department Personnel Office, Hickman Building, 275 N.W. 2<sup>nd</sup> Street, 3<sup>rd</sup> Floor. This form will be placed in the departmental employee file.

- |  |   |
|--|---|
| <input type="checkbox"/> Description of employee's job, list of duties and responsibilities, performance standards; essential job functions form; performance evaluation and probationary period; explanation of job series and promotional opportunities.         | <input type="checkbox"/> Orientation to the Right-to-Know Law, Chapter 442, Florida Statutes.   |
| <input type="checkbox"/> Work of the unit/department, employee's position in the unit, and the working relationship with other employees; duties of each person to whom introduced; person the new employee should go to in the future for job related assistance. | <input type="checkbox"/> Employee responsibility and role in emergency situations, such as park and patron security issues, natural disasters, and compliance with Chapter 8B of the Code. Review of Department Emergency Operations Manual. Requirement to provide department with emergency contact information via Bluebook and departmental form. |
| <input type="checkbox"/> Work environment: acceptable behavior, language, interaction with co-workers and public, including work place violence policy; unlawful harassment policy; ethics; confidentiality.   | <input type="checkbox"/> Department rules, regulations, and procedures; work manual assigned, if applicable.  |
| <input type="checkbox"/> Location of employee workplace, tools, equipment, and manuals; office, bulletin board, bathrooms, water fountain, parking, and other facilities.  | <input type="checkbox"/> Proper method of handling cash transactions and accounting for County funds, if applicable.  |
| <input type="checkbox"/> Work hours, lunch, breaks and overtime; schedule changes as needed by management.   | <input type="checkbox"/> Other worksite practices and procedures (smoking, fire regulation, etc.)   |
| <input type="checkbox"/> Annual leave, sick leave, unauthorized leave and abandonment of position.   | <input type="checkbox"/> Names and phone numbers of Departmental Fair Employment Practices Manager. (305-755-7866)  |
| <input type="checkbox"/> Where and when to call in case of illness or inability to get to work.  | <input type="checkbox"/> Notification to department when arrested; notification to department when required license or certificate is suspended, revoked or expired.  |
| <input type="checkbox"/> Pay check distribution, direct payroll deposit.   | <input type="checkbox"/> Stewardship Checklist  |
| <input type="checkbox"/> Outside employment, conflict of interest, gifts, and political activities.  | <input type="checkbox"/> Other  |
| <input type="checkbox"/> Use and care of tools and equipment.  | _____   |
| <input type="checkbox"/> Wearing and maintenance of uniforms, if issued. Appearance expected when uniforms not issued.   | _____   |
| <input type="checkbox"/> Safe driving rules and driver's responsibilities, including when involved in vehicle accident.  | _____   |
| <input type="checkbox"/> Safe working habits and reporting of job related injuries; safety shoes and other equipment; review of Risk Management Plan and County Safety Manual.   |   |

**I hereby acknowledge that each item on this list has been explained to me.**

\_\_\_\_\_  
 EMPLOYEE'S SIGNATURE/DATE

\_\_\_\_\_  
 PRINT SUPERVISOR'S NAME

\_\_\_\_\_  
 SUPERVISOR'S SIGNATURE/DATE

# CAPRA Category 4.0

## ■ 4.1.8 - Compensation Plan

Standard: There shall be an established compensation plan and that establishes equity of compensation among units within the agency that is reviewed periodically. The compensation plan for an agency shall take into account agency employment standards, agency skill needs, and compensation levels offered by other local employers.

Suggested Evidence of Compliance: Provide the compensation plan and a copy of its most recent review or update.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 414-422.*

# CAPRA Category 4.0

## ■ 4.1.9 - Performance Evaluation

Standard: There shall be a fair and systematic procedure for annual or periodic appraisal of job performance. Personnel evaluation shall be utilized for the development and improved quality of the individual's performance on the job, as well as a basis for promotion, monetary increments, and dismissal. Although evaluation is a day-by-day process, there shall be periodic specific reviews with the employee. An employee's personnel file shall include a written annual evaluation.

# CAPRA Category 4.0

## 4.1.9 - Performance Evaluation (continued)

Suggested Evidence of Compliance: Provide the procedures and a sample of completed performance evaluations without identifying personal information.

Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp 445-448.

# CAPRA Category 4.0

## ■ 4.1.10 - Promotion

Standard: There shall be an established policy and procedures available to all employees defining the promotion process and the agency's role. The park and recreation agency may rely upon a state or local civil service commission, or other public or private external organization to administer one or more elements of the process in accordance with legal, professional, and administrative requirements.

Suggested Evidence of Compliance: Provide the policy and procedures, and indicate how they have been communicated to employees.

Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp 445-448.

# CAPRA Category 4.0

## ■ 4.1.11 - Disciplinary System

Standard: There shall be an established disciplinary system based on the code of conduct and performance. The system shall specify the conduct expected of employees. Prohibitions should be specific, whereas approved behavior may be stated in general terms (e.g., courtesy, punctuality).

Suggested Evidence of Compliance: next Slide

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 423-427.*

# CAPRA Category 4.0

## 4.1.11 - Disciplinary System (continued)

Suggested Evidence of Compliance: Provide the code of conduct and performance and the policies and procedures that guide the disciplinary system and how this information is communicated and made accessible to employees. Include copies of disciplinary action steps included in collective bargaining agreements, if applicable. This system shall address the following topics:

- a. Compliance with agency statements;
- b. Unbecoming conduct;
- c. Appropriate appearance;
- d. Use of alcohol and drugs;
- e. Acceptance of gratuities, bribes, or rewards;
- f. Abuse of authority; and
- g. Proper care and maintenance of equipment.

# CAPRA Category 4.0

## ■ 4.1.12 - Grievance Procedures

Standard: There shall be an established grievance procedure, available to all employees. The procedure shall identify matters that are grievable; establish time limitations for filing or presenting the grievance; establish steps and time limitations at each step in the grievance procedure; and establish criteria for employee representation. Formal grievance procedures shall be written in clear, concise terms.



# CAPRA Category 4.0

## ■ 4.1.12 - Grievance Procedures (continued)

Suggested Evidence of Compliance: Provide the grievance procedures and indicate how the procedures have been communicated to the employees. Include grievance procedures included in collective bargaining agreements, if applicable.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, pp 427-430.*

# CAPRA Category 4.0

## ■ 4.1.13 - Termination and End of Employment

Standard: There shall be established policies and procedures for termination and end of employment.

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

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 16 – Human Resource Employment, p. 426.*



# CAPRA Category 4.0

4.2

## ■ 4.2 - Staff Qualifications

Standard: The agency shall employ staff qualified to develop and operate programs and services in furtherance of goals and objectives. Staff shall be qualified for the positions as provided in the job descriptions and possess specified licenses and certificates. Park and recreation personnel shall have certification and/or educational training appropriate to the position.

Suggested Evidence of Compliance: Provide job descriptions for a representative sample of key positions and resumes for the current incumbents.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, p. 451.*

# CAPRA Category 4.0

- PROS provided Job Descriptions and Resumes for the following key positions:
  - PROS Director
  - PROS Deputy Director
  - PROS Assistant Director of Administration
  - PROS Assistant Director of Operations
  - PROS Chief, Human Resources Division
  - PROS Regional Manager
  - PROS Manager, Natural Areas
  - PROS Zoo Superintendent



# CAPRA Category 4.0

## ■ 4.3 - Job Analyses for Job Descriptions

Standard: Established job descriptions for all positions shall be based on the job analysis and reviewed periodically.

Suggested Evidence of Compliance: Provide a job description for a full-time, part-time, temporary and internship position, and, if applicable, an example of a job analysis with last review. The job descriptions shall include, at a minimum:

- a. Duties of each position;
- b. Responsibilities of each position;
- c. Tasks of each position; and
- d. Minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp.439-441.*

# CAPRA Category 4.0

## ■ Reclassification Action Form

- <http://www.miamidade.gov/humanresources/library/compensation-reclassification.pdf>
- Management RCA

## ■ Essential Job Functions Form

- <http://www.miamidade.gov/humanresources/library/labor-relations-job-functions.pdf>



# CAPRA Category 4.0

## ■ 4.4 - Chief Administrator

Standard: The agency shall have a chief administrator responsible to the approving authority for the management, direction, and control of the operations and administration of the agency and with authority to perform such responsibilities. The chief administrator shall be employed full-time, year-round, and be qualified by experience, education, certification, and/or training in park, recreation, leisure services, tourism, or related disciplines. These qualifications shall be verified and demonstrated specifically as to how it is related to park and/or recreation management.

# CAPRA Category 4.0

## ■ 4.4 Chief Administrator (continued)

Suggested Evidence of Compliance: Provide the chief administrator position description and the resume of the current incumbent. If she/he is from a related discipline, provide a summary of how the person's qualifications relate to park and/or recreation management.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 433-438.*




**NEW**

## CAPRA Category 4.0

### ■ 4.4.1 - Leadership Succession Procedure

Standard: The agency shall have an established procedure to ensure that leadership is available when the agency's chief administrator is incapacitated, off duty, out of town, or otherwise unable to act.

Suggested Evidence of Compliance: Provide the written procedure, such as continuity plan, which indicates approval by the proper authority.

|   |                              |                                   |         |          |
|---|------------------------------|-----------------------------------|---------|----------|
|  | <b>OPERATIONS<br/>MANUAL</b> | DATE ISSUED:                      | PAGE: 1 | SECTION: |
|   |                              | 10/01/14                          | OF: 1   | 6.715    |
|   |                              | SUBJECT:<br>LEADERSHIP SUCCESSION |         |          |

The purpose of this procedure is to ensure that there is continuity of operations of the PROS Department.

In the event of a planned absence, the Director will make the appropriate delegation of authority until his return.

In the unexpected absence of the Director wherein he is incapacitated or numerous attempts to contact him have failed, the Deputy Director will assume all responsibilities unless otherwise indicated by the Office of the Mayor. It is also the responsibility of the Deputy Director to notify the Office of the Mayor of the Director's unexpected absence. If the Deputy Director is not available either, then authority will follow the order indicated below.

Under either circumstance, all previously delegated authorizations will remain in effect.

### **Order of Succession**

1. Deputy Director
2. Assistant Director of Administration
3. Assistant Director of Operations

# CAPRA Category 4.0

## ■ 4.5 - Workforce Health and Wellness Program

Standard: The agency shall have an employee health and wellness program showing periodic evaluation of the program status.

Suggested Evidence of Compliance: Provide evidence of the agency's employee health and wellness program, level of participation and most recent evaluation.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 441-442.*

# CAPRA Category 4.0

4.6

## ■ 4.6 - Orientation Program

Standard: There shall be an orientation program for all personnel employed by the agency.

Suggested Evidence of Compliance: Provide outline of the orientation program and a representative example of materials distributed at an orientation. The orientation program should include:

- a. Philosophy, goals, and objectives;
- b. The history and development of the agency;
- c. Pertinent sociological and environmental factors of the community and specific neighborhoods in which the individual is to serve (environmental scan); and
- d. Review of program/parks policies and procedures manuals, job duties, staff procedures, first aid and safety concerns and guidelines and forms review.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 442-443.*

## 2-Day Orientation -Orientation Procedure:

- Brief Overview of Miami-Dade County Structure & Results Oriented Government
- PROS Organizational Structure
- Mission, Vision, Values and Culture
- PROS History
- Overview of Employee Benefits
- Communication and Social Media Policies
- Tour of Crandon Park
- Disability Services & ADA
- Safety and Emergencies
- Secure IT
- Customer Service

# CAPRA Category 4.0

- **4.6.1 - Employee Training and Development Program**
- Standard: There shall be a program of employee development which is available to employees throughout the agency. It should be based on needs of individual employees, future organizational needs, and is evaluated and updated periodically. The program must notify personnel of available and/or required training, maintain training records, and assure that required training programs are attended. The program should incorporate in-service training and succession planning to ensure the continued effective performance of the organization after the departure of key staff.

# CAPRA Category 4.0

## ■ 4.6.1 Employee Training and Development Program

Suggested Evidence of Compliance: Describe the scope and components of the employee development and training program, provide an outline of training offered (mandatory and discretionary), and provide lists of participants for the prior calendar year, and last review.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 448-451.*

# CAPRA Category 4.0

## ■ 4.6.2 - Professional Certification and Organization Membership

Standard: Professional staff shall be active members of their professional organization(s) and pursue professional certifications within their respective disciplines. "Active" means more than holding membership, including attendance at meetings, making presentations, participating in committee work, holding elected and appointed positions, and participation in educational opportunities.



# CAPRA Category 4.0

## ■ 4.6.2 Professional Certification & Organizational Membership (continued)

Suggested Evidence of Compliance: Provide a list of staff with professional certifications and also provide a list of staff that have actively participated in a professional organization during the prior calendar year, indicating the nature of participation. The following are examples for park and recreation professionals e.g. Certified Park and Recreation Professional (CPRP), Certified Park and Recreation Executive (CPRE), Certified Therapeutic Recreation Specialist (CTRS) for park and recreation professionals.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, p. 451.*

# CAPRA Category 4.0

## ■ 4.7 - Volunteer Management

Standard: There shall be a volunteer management function within the agency, including a comprehensive volunteer management manual that includes policies and procedures related to the management of volunteers.

Suggested Evidence of Compliance: Provide the volunteer management manual.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 454-458.*

# CAPRA Category 4.0

## ■ 4.7.1 - Use of Volunteers

Standard: Volunteers shall be used by the agency in a variety of positions.

Suggested Evidence of Compliance: Provide list of functions in which agency volunteers are used, the extent of use, and examples of volunteer position descriptions.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 455-456.*

# CAPRA Category 4.0

## ■ 4.7.2 - Volunteer Recruitment, Selection, Orientation, Training, and Retention

Standard: There shall be an on-going function within the agency for the recruitment, selection, orientation, training and retention of volunteers, including procedures on background screening. Background investigations shall be made for all volunteers who work routinely with vulnerable populations, especially youth, senior adults, and persons with disabilities.

# CAPRA Category 4.0

## ■ 4.7.2 Volunteer Recruitment, Selection, Orientation, Training, and Retention (continued)

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

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 456-457.*

# CAPRA Category 4.0

## ■ 4.7.3 - Supervision and Evaluation of Volunteers

Standard: Agency volunteers shall be monitored, shall receive supervisory visits, and be evaluated regarding performance. Supervision and evaluation of volunteers is important to ensure adequate training is provided and to verify satisfactory conduct and performance. The degree to which the agency supervises and evaluates volunteers may vary depending on the role of the volunteers.

# CAPRA Category 4.0

## ■ 4.7.3 - Supervision and Evaluation of Volunteers (continued)

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

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, p. 457.*

# CAPRA Category 4.0

## ■ 4.7.4 - Recognition of Volunteers

Standard: There agency shall recognize volunteers for their contributions. Recognition may take many forms, depending on the nature of volunteer roles.

Suggested Evidence of Compliance: Provide a description of the recognition program and recognitions given over the past calendar year.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 457-458.*



# Category 4

## 4.7.4 Recognition of Volunteers

- Volunteer of the Quarter Program
- Newsletter
- Recognition from Mayor
- Great Park Summit

# CAPRA Category 4.0

## ■ 4.7.5 - Liability Coverage for Volunteers

Standard: Agency volunteers shall be covered for negligence liability.

Suggested Evidence of Compliance: Provide documentation indicating coverage of volunteers for negligence liability.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, p. 458.*

# CAPRA Category 4.0

- Affidavit of Volunteer Services Form
- Liability Coverage Letter

# CAPRA Category 4.0

## ■ 4.8 - Consultants and Contract Employees

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

Suggested Evidence of Compliance: Provide the agency's policies and procedures regarding the use of consultants and contract employees.

*Informational reference in the Management of Park and Recreation Agencies, (2010), 3rd Ed., Chapter 17 – Human Resource Management, pp. 458-459.*



# Striving for Excellence Category 4.0: Human Resources

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