

## Program + Operations Management Competencies

|    | Core Competency  | Entry level  | Full-Performance Level  | Expert Level   |
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| 30 | <b>Business Acumen:</b> Understand administrative practices and leverage grants and other funding sources to support program development and delivery and meet current and future program goals.                   | Describe different funding sources and partnerships for recreation program planning, management, operations, and maintenance.  | Coordinate with partners, permit holders, concessionaires, and communities and participate in developing a recreation business plan. Identify the best suited to lead management activities and secure funding.   | Identify and model a shared stewardship approach to recreation program management. Build and maintain relationships based on mutual goals for visitor experiences and resource management. Develop a multi-year programmatic approach to funding in collaboration with partners. |
| 31 | <b>Management Intent:</b> Determine and communicate direction for recreation infrastructure management based on law and policy, site design standards, and desired conditions.                                     | Identify applicable laws and policies, site design standards, and desired conditions or goals for the recreation site, activity, or project.   | Understand and use management intent in planning, project management, and operations. Convey management intent to staff, partners, volunteers, and users.   | Define management intent based on laws and policies, site design standards, and desired conditions. Facilitate the shared understanding of management intent among decision-makers, staff, partners, and the community.  |
| 32 | <b>Operations and Maintenance:</b> Develop and implement comprehensive operational plans that address health and safety requirements, annual and cyclical maintenance, and minimum and recommended staffing needs. | Understand and assist with implementing the elements of an operations and maintenance plans, policies, and procedures.   | Create an operations and maintenance plan for a recreation site or complex. Include operations schedule, priority maintenance needs, health and safety requirements, and strategies for financial sustainability. | Lead development of programmatic or unit-wide operations and maintenance standards that address maintenance schedules, recreation infrastructure resilience to disasters and climate change, and risk management protocols for public and employee health and safety.            |
| 33 | <b>Program Assessment:</b> Use recreation assessment and monitoring programs and projects to maintain and improve recreation assets.   | Identify basic methods and tools used to assess recreation programs and projects. Recognize the purpose of monitoring and how assessment data informs planning and management decisions. | Collect, organize, and summarize program assessment data using appropriate tools and methods. Apply findings to recommend operational or planning adjustments.  | Design, lead, or evaluate assessment and monitoring programs. Interpret trends, analyze complex datasets, and integrate findings into long-range planning or program improvement strategies. Communicate results to leadership, partners, and the public.                        |

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| 34 | <b>Safety + Risk Management:</b><br>Apply workplace safety procedures at recreation sites and for activities for employees, users, partners, volunteers, and others who interact with the recreation site or area. | Recognize site and environmental safety precautions, situational awareness, and incident preparedness. Correctly use personal protective equipment (PPE). | Identify, implement, and regularly update risk management plans for recreation sites and activities. Communicate risks and safety requirements to staff, partners, and volunteers and ensure compliance. Plan and coordinate safety and risk management training for staff. | Develop and manage a recreation program that incorporates best practices for employee, user, partner, and volunteer safety and risk management; coordinate with others to identify and address environmental, health, and personal safety concerns. |
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