

## Recreation Management Competencies

	Core Competency	Entry Level	Full-Performance Level	Expert Level
17	<p><b>Conflict Resolution + Consensus Building:</b> Foster collaborative solutions among multiple parties to understand competing interests and achieve shared objectives for recreation management.</p>	<p>Identify conflict resolution and consensus building processes and tools and when they should be used to support management outcomes. Recognize when there may be conflicts, and work to address or know when to contact a supervisor for awareness.</p>	<p>Plan, convene, and participate in conflict resolution and consensus building processes with multiple parties, including pre-process work (such as situational assessments) and post-process outcomes (such as documented agreements). When appropriate, work with facilitation professionals and a variety of tools to develop and support these processes.</p>	<p>Lead sessions with multiple parties that have conflicting or competing interests, productively work through their differences and build consensus. Help parties identify shared interests and find innovative solutions to problems. Identify the need for additional tools such as mediation or arbitration when consensus cannot be reached.</p>
18	<p><b>Customer Service:</b> Provide support to customers, partners, and others involved in recreation and recreation management and planning.</p>	<p>Effectively communicate with and respond to requests from visitors, partners, user groups, and members of the public, focusing on creating great customer experience.</p>	<p>Identify different customer segments and their needs for information, resources, and support. Communicate with customers in a timely manner with accurate and reliable information related to their needs.</p>	<p>Provide guidance and recommendations within your organization on customer service policies, practices, and resources. Train people in how to effectively communicate with visitors, partners, user groups, and members of the public.</p>
19	<p><b>Information Gathering + Management Application:</b> Identify, interpret, and apply reliable and relevant information, research, and input to inform management decisions.</p>	<p>Describe information collection systems and use established methods for extracting and conducting basic analysis of biophysical, social-cultural and visitor information/data.</p>	<p>Plan, manage, and analyze information collection systems for recreation programs. Determine management questions and needs (e.g., assessment, inventory, monitoring, trends) and the appropriate methods to gather information in a reliable and transparent manner. Analyze information to inform management decisions.</p>	<p>Provide oversight and guidance for collecting and managing relevant data that impacts recreation programs to improve management effectiveness. Interpret and disseminate relevant research to improve information gathering methods and analysis. Develop and/or improve upon data sampling, collection, generation, analysis, and reporting protocols to meet project and agency needs.</p>

20	<p><b>Leadership:</b> Inspire and guide individuals and teams to collaboratively achieve goals and address challenges.</p>	<p>Explain and understand the different leadership styles, including your own. Recognize components of both effective leadership and management</p>	<p>Identify and use the appropriate leadership style for different situations. Demonstrate an understanding of your sphere of influence and the ability to act within it to influence decision-making and support effective recreation management.</p>	<p>Use multiple relational skills such as communication, facilitation, consensus building, conflict resolution, and problem-solving to navigate complex group dynamics and gain trust, buy-in, and support among staff, partners, interested parties, and other constituents. Understand and demonstrate the difference between leadership and management.</p>
21	<p><b>Professional Development:</b> Develop and enhance skills through training and education opportunities to effectively manage recreation in dynamic environments.</p>	<p>Recognize core competencies for outdoor recreation planning and management and identify skill development opportunities for yourself.</p>	<p>Identify knowledge and skill gaps to enhance your recreation planning and management competencies. Actively seek out professional development opportunities. Support subordinates in gaining new skills for their current or future professional growth.</p>	<p>Provide guidance and recommendations within your organization on recreation planning and management core competencies and professional development. Train people in one or more recreation planning and management core competencies.</p>
22	<p><b>Public Speaking/Presenting:</b> Use verbal, visual and graphic tools to effectively communicate ideas, insights, and recommendations to build support for recreation management and create space for productive dialogue.</p>	<p>Effectively communicate with co-workers, partners, and the public using a variety of tools and methods.</p>	<p>Communicate elements of recreation management (e.g. desired conditions, goals, technical details) to decision-makers, partners, communities, and others. Present data and recommendations effectively and respectfully. Anticipate and respond to additional inquiry.</p>	<p>Develop and deliver engaging and compelling presentations related to your subject matter expertise using formats and tools appropriate for the audience. Use techniques that foster curiosity, shared learning, dialogue, and innovation.</p>