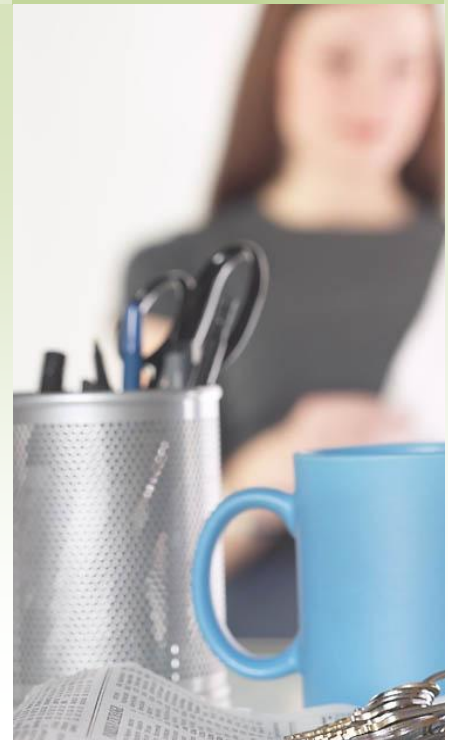


# Hiring a Recreation Director

A practical guide for Manitoba communities



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## Acknowledgments

The development of **Hiring a Recreation Director**, a *practical guide for Manitoba communities*, has been a collaborative effort between

**Recreation Connections Manitoba**

and

**Manitoba Healthy Living, Youth, and Seniors**

**Thank-you to those individuals and groups who provided their expertise, input and feedback into development of this document.**

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### Disclaimer

All information provided is believed to be accurate and reliable. We will make changes, updates, and deletions as required and make every effort to ensure the accuracy and quality of the information provided. However, the Province of Manitoba and Recreation Connections Manitoba assume no responsibility for any errors and are not liable for damages of any kind resulting from the use of, or reliance on, the information contained herein.

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# Purpose of this Guide

People are an organization's greatest asset. Effective recreation programs and services depend upon good leadership. Finding the right person to fill the role of recreation director will be a key decision that will shape the future of recreation in your community for years to come. With planning you will find the right candidate for your organization.

Recruitment of the recreation director is one of the most important responsibilities of the recreation authority. A strong partnership between the director and the recreation authority, based on mutual respect, clarity of roles and communication is essential to the success of the organization. Finding the right person can require considerable time and effort and organizations should expect the process to take up to three months.

This practical guide has been developed as a how-to tool to be used during the hiring process but can also be used as a means of evaluating your current human resource practices.

# How to Use this Guide

The recruitment process can be broken down into five steps:

- 1. Getting Ready**  
*Determining the Responsibilities and Requirements of the Recreation Director*
- 2. Recruiting for the Position**
- 3. Screening Applicants and Conducting Interviews**
- 4. Checking References and Making the Job Offer**
- 5. Job Orientation and Ongoing Support**

Each step is important. Take time for ample thought and planning at each point and your efforts will be rewarded with a successful outcome and a recreation director who will be your organization's greatest asset.

# Definitions

**Recreation:** All those things that a person or group choose to do in order to make their leisure time more interesting, more enjoyable and more personally satisfying. (Canadian Ministers of Recreation, 1987)

**Recreation Director:** An individual employed by a recreation authority responsible for the delivery of recreation programs and services.

**Local Government Council:** A municipal council, community council or first nation council.

**User Group:** A local community group that utilizes recreation facilities and/or programs.

**Recreation Authority:**

Each community is unique and provision of recreation services will be handled in different ways depending on the organizations involved. These differences may include the language commonly used to describe the lead provider of recreation services. **Recreation Authority** will be used throughout this document and will refer to the following as applicable to your community:

**Recreation Commission:** An organization that is developed by local government in accordance with their bylaws to share resources and provide recreation leadership for the delivery of community recreation programs and services.

**Recreation Department:** A local government department responsible for the delivery of recreation programs and services to the citizens of their community.

**Board of Directors:** a group of persons chosen to be legally responsible for governing the affairs of the recreation commission. May also refer to local government council representatives responsible for recreation services.

*An organization, no matter how well designed, is only as good as the people who live and work in it.*

*Dee Hock*

# HELP AND SUPPORT

Hiring or replacing a Recreation Director can be a daunting task. To help you get started or for additional information and assistance along the way, contact:

## Province of Manitoba

**Recreation and Regional Services**, a branch of Manitoba Healthy Living, Youth and Seniors, supports individuals and groups with their efforts to provide recreation opportunities in their communities. Planning tools, facilitation, advice and guidance are available by contacting [RRS@gov.mb.ca](mailto:RRS@gov.mb.ca) or one of the eight offices located throughout the province.

See Appendix A for a complete listing of regional offices.

**Aboriginal and Northern Affairs** employs Recreation & Wellness Development Consultants who are available to assist organizations providing opportunities for recreation and active living in 50 northern and remote communities.

Contact [anaweb@gov.mb.ca](mailto:anaweb@gov.mb.ca) for more information.

## Recreation Connections Manitoba

Since 1995, Recreation Connections Manitoba (RCM) has been paving the way as a provincial association in providing support to recreation professionals and practitioners through education, advocacy, communication, networking and partnerships. Their goal is to build an enabling and credible organization that benefits all recreation interests - individuals, municipalities, organizations, institutions and business alike . . . and are committed to enhancing the health and wellness of Manitobans. RCM provides a myriad of programs and services including:

- Posting and circulating job advertisements through an extensive email network and on their website.
- Networking, training and professional development opportunities (i.e. workshops, courses, annual conference) for recreation professionals, facility managers, facility operators, front-line and seasonal staff. Training opportunities are offered year-round.

For more information, visit [www.reconnections.com](http://www.reconnections.com) or email [reconnections@sportmanitoba.ca](mailto:reconnections@sportmanitoba.ca).

# STEP 1: GETTING READY

*Determining the responsibilities and requirements of the recreation director*

## 1.1 An Interim Management Plan

Just because a key employee is leaving the organization doesn't mean that things will come to a stand still. The public will still expect the same level of service regardless of who is leading the way. In order to handle the transition period smoothly, an interim management plan should be developed as soon as notice has been received.

**The plan should include:**

### **Designation of authority:**

- Who is in charge? Who does this person contact if a situation arises?
- Who do employees/volunteers contact for day to day matters?
- Who will sign cheques, make payments, do any banking, pick up and respond to mail?
- Has the alarm company, etc. been notified of any changes to the contact information for the recreation authority in case of an emergency?
- Have all passwords and user codes been changed?

### **Short term assignment of duties:**

- Who will be responsible for fulfilling the duties of the recreation director position? Are the duties clearly listed and have they been communicated to the appropriate people?
- What duties or tasks can be postponed until a new recreation director is hired? Is there a record of current projects and critical deadlines?
- Who will be the liaison for committees and volunteer organizations?
- Who will assume responsibility for facility operations/scheduling, special events?
- Will recreation authority members be assuming any duties?
- Is there a collective agreement in place that may affect the distribution of duties?

## 1.2 Taking Stock

A change in leadership is a good opportunity for the recreation authority to take stock of how their organization fits into the recreation delivery system in their community.

### Consider the following:

- What role does the recreation authority currently play in the provision of recreation services in the community and what is it's vision for the future?
- Does the community have a plan for recreation?
- What type of skills and support would a new recreation director need to meet the recreation vision and needs of the community?

If the recreation authority has not already done so, identifying it's priorities and developing a strategic plan to attain these goals is a good first step. Based on this planning, the recreation authority may determine that it wants to explore options for restructuring.

### Restructuring can take many forms including:

- Changing the way services are designed and delivered.
- Amalgamating or working more closely with other organizations (i.e. arena boards, community centre boards, other volunteer boards).
- Examining staff needs to ensure the organization has the human resources required to meet it's goals. If necessary the recreation authority may consider hiring staff in addition to the recreation director (i.e. programmer, administrative support, facility personnel).

### Remember...

The recreation delivery system in Manitoba is a partnership between community based organizations, that may or may not have a primary focus on recreation and regional and/or provincial based organizations that support the delivery of recreation opportunities in communities and throughout the province.

The recreation director must be able to effectively work with paid staff and volunteers from all these groups.

### NEED MORE HELP?

The Province of Manitoba has consultants available to assist recreation authorities with:

- ✓ Visioning
- ✓ Planning
- ✓ Restructuring
- ✓ Developing Priorities

Services are provided free of charge

Contact information can be found in Appendix A.



## Your recreation authority may benefit by re-evaluating how it does business if...

**The recreation director was working in the position for 3 years or less?**

Yes ☐ No ☐

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

**The board is unclear about their mandate and the goals of the organization?**

Yes ☐ No ☐

- Programs and priorities change over time. Have the recreation authority's responsibilities changed? Is the recreation authority 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 authority'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 complex and/or you are responsible for aging infrastructure?**

Yes ☐ No ☐

- 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 director to have specialized skills and/or experience that should be incorporated into the job description.

**The partnerships of the recreation authority have changed?**

Yes ☐ No ☐

- When a partner joins your recreation authority or when a current partner leaves the partnership, expectations will change. How these changes affect the duties of the recreation director 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?**

Yes ☐ No ☐

- Several factors may impact a recreation authority'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?**

Yes ☐ No ☐

- 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 authority would benefit from re-evaluating how it does business before proceeding with hiring a new recreation director.**

Call your local Recreation and Regional Services Office for assistance in determining your next steps (Appendix A).

# STEP 2: RECRUITING FOR THE POSITION

## 2.1 Develop a Job Description

A job description that clearly outlines the duties and responsibilities of the recreation director 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 components:

- A **general description of the job** including the purpose of the job and basic functions.
- Identification of the **immediate supervisor and reporting structure**.
- A list of specific **responsibilities and tasks**.
- **Knowledge, Skills and Abilities (Core Competencies)**: Job descriptions should outline the minimum qualifications necessary for the job including the core competencies of the position that could be gained through education and experience. Other qualifications could include specific licensure requirements (i.e. arena operator license) and completion of criminal record and child abuse registry checks.
- **Other: Hours of Work**. Due to the nature of the recreation business, it is very important that the job description identifies the recreation authority's expectations regarding evening and weekend hours of work. Also important will be identifying if the candidate will be required to use their personal vehicle for business purposes and any other **Working Conditions** the recreation authority may have.

### Can one person do the job?

Preparing a job description and writing down the various tasks and responsibilities will reveal whether or not the job is realistic for one person.

Although a job description cannot outline every task assigned to a particular job, it should be an accurate summary of the position and should leave room for additional assignments if needed.

See Appendix B for sample job descriptions.

## 2.2 Job Description Template

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.



## Recreation Authority

The job description must be related to the recreation authority's vision, mission statement and goals

**Job Title:** Fill in organization's job title.

**Reports To:** Fill in title that this position reports to.

**Approved By:** Job descriptions should be approved by the recreation authority.

**Approved Date:** Date job description is approved by the recreation authority.

**Summary or Scope** (*Basic purpose of the job*): Briefly outline the overall job responsibilities (50 words or less).

**Duties and Responsibilities:** List the top 8 – 10 major job duties in order of priority and frequency that must be performed by the employee. For ease of evaluating duties and responsibilities, these may be divided into functional areas such as Administration, Program Planning, Facility Operation, etc.

**Other duties as assigned:** Include expectations such as committee membership and/or involvement as appropriate.

**Knowledge, Skills and Abilities (Core Competencies):** List the educational requirements, knowledge, and technical skills required for satisfactory job performance. These should be measureable and, if well developed, can be used as the basis for future performance evaluations.

**Working Conditions:** The unavoidable, externally imposed conditions under which the work must be performed including the frequency and duration of occurrence of physical demands, environmental conditions, mental demands.

**Signature:**

A signed copy of the job description should be placed in the employee's personnel file as a means of recording that the employee understands their job duties.

### ***Core Competencies***

are the personal attributes or underlying characteristics, which combined with education and technical or professional skills, enable the delivery of a job.

### ***Remember...***

Job descriptions should be reviewed yearly to ensure they accurately reflect the job duties required and being performed.

## Sample Job Description Wording

Listed below are options for each category. Recreation authorities may choose to select items that reflect the requirements of their position and should not select all choices listed but only their priorities.

Job Descriptions are typically 1 – 2 pages in length (See Appendix B).

### Job Title:

- Recreation Director
- Leisure Services Manager
- Recreation and Wellness Coordinator
- Director of Recreation Services

### Reports to:

- Chair, Recreation Authority
- Chief Administrative Office

### Summary or Scope:

**The (*Job Title*) is responsible for...**

- planning, implementing, and managing a broad range of community recreation services and facilities; encouraging maximum community involvement and coordination with other community 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 by the recreation authority.
- planning, organizing and promoting recreation activities and special events for the (*Name of Community or Recreation Authority*).

### Duties and Responsibilities (by functional area)

- Depending on the responsibilities of the recreation authority, the recreation director **may not** have duties in all areas.

#### Program and Special Event Planning

- Plans and develops recreation programs in order to ensure that activities and events are made available for all community members.
- Ensures the collection of data necessary for the assessment of sport, recreation, and leisure needs and interests in the community and recommends changes to programs or service provision and related policy.
- Facilitates and assists with the provision of recreation programs and special events by community organizations. *Note: organizations may wish to list specific committees that the recreation director is expected to be involved with.*
- Ensures the development and/or implementation of assigned special events such as Canada Day, etc.
- Ensures that all programs and activities are implemented according to relevant legislation, policies and procedures.
- Researches sport and recreation programs, trends, funding sources and project requirements.

#### Facility Operation

- Directs the construction, maintenance, upkeep, and repair of parks and recreation facilities.
- Ensures the provision of safe parks and recreation facilities including compliance with applicable statutes and regulations.
- Maintains inventory of operating supplies and equipment.
- Schedules parks and recreation facilities projects in accordance with annual plans and daily maintenance requirements.
- Conducts safety and maintenance inspections of facilities. Maintains maintenance logs as required.
- Coordinates and negotiates contracts with outside organizations servicing or using recreation facilities. Ensures payment is received or paid as required.

## Financial Management

- Prepares capital and operating budgets for the provision of recreation facilities and services.
- Monitors approved expenditures within budget.
- Prepares statistical and costing reports as required.
- Evaluates and reviews budget reports as appropriate; creates yearly spending plan for all budget accounts; keeps appropriate records of organizational spending and tracks it against spending plan; reallocates resources as organizational change occurs.
- Regularly analyzes budget data to identify trends and improve cost effectiveness of organizational processes and practices; gathers and organizes credible data to make a business case for changes and additional resources.
- Reviews, approves and performs, where necessary, various account and financial control procedures.
- Establishes fees and honorariums for programs and events.

## Human Resource Management (staff/volunteer)

- Directs and monitors staff in the performance of their tasks in accordance with policy and Manitoba labour laws. Carries out disciplinary action as necessary.
- Plans, assigns, supervises and evaluates the work of full, part time, casual and contract employees providing supervision, leadership and appraisal of job performance.
- Identifies and facilitates appropriate opportunities and support for leadership development of community volunteers and those involved in program delivery in the community.
- Develops and implements the recreation authority's volunteer management program; providing a comprehensive and coordinated approach to volunteer recruitment, orientation, training, retention, recognition and evaluation.

## Duties and Responsibilities Continued

### Relationship Building

- Receives and responds to inquiries and complaints from the public, recreation authority members, other communities, etc.
- Facilitates effective communication between community members and the recreation authority in response to changing needs.
- Develops and fosters relationships with all levels of government, community stakeholders and the public.
- Develops and maintains relationships with community, regional and provincial organizations to ensure coordination and for the optimum use of resources.
- Facilitates effective communication between municipal and regional organizations, the recreation authority and others to exchange information of mutual interest.

### Funding Development

- Applies on behalf of the recreation authority for operating grants and other funding opportunities.
- Assists community groups to identify grants and resources and assists with the application process where needed.
- Researches available funding opportunities and prepares funding proposals.

• • •  
**Don't forget to include  
"other duties as assigned"**  
• • •

### **Administration**

- Maintains knowledge of current theory and practice of community recreation.
- Attends recreation authority meetings and other meetings as required.
- Coordinates the assessment of community needs to develop appropriate recreation services by staff, volunteers and outside agencies.
- Registers the public for recreation programs and special events and/or facility rentals by mail and in person.
- Responsible for daily operation of all components of the recreation offices (reports, files, correspondence, etc.).
- Keeps local government councils updated on recreation activity within the district.
- Prepares and presents policy recommendations to the recreation authority regarding facilities and services.
- Prepares monthly reports summarizing activity for the reporting period.
- Maintains database for customer service information ensuring proper safekeeping of records and personal information.
- Ensures proper safety standards for employees, facility users and program participants are maintained.

### **Promotion and Marketing**

- Promotes recreation programs in order to ensure that residents are aware of available opportunities and activities.
- Prepares promotional material and develops marketing strategies to ensure the public is aware of the programs and services available.
- Promotes programs and services along with volunteer and leadership opportunities and provides training as required to meet the recreation needs of the community.



## Knowledge , Skills and Abilities:

- These skills and knowledge can be gained from a combination of formal education, work or volunteer experience and personal characteristics.

### Knowledge

The *(Job Title)* must have demonstrated knowledge in the following...

- Recreation and leisure program administration, management and delivery
- Relevant legislation, policy and procedures
- Special event planning
- Volunteer training, development and recognition
- Diversity awareness
- Financial management
- Recreation delivery system in Manitoba
- Management and operation of recreation facilities

### Skills

The *(Job Title)* must demonstrate the following skills...

- Sound organizational skills
- Oral and written communication skills
- Analytical and problem solving
- Effective public relations and public speaking
- Stress management
- Decision making
- Time management
- Strategic planning
- Computer skills
- Facilitation and planning
- Leadership skills to empower others

### Abilities

The *(Job Title)* must demonstrate the following personal attributes:

- Work with little supervision
- Display tact and discretion
- Maintain effective working relationships
- Ability to adapt to changing priorities
- Respond to situations as they arise with minimal supervision

### Education and Experience:

- A degree or diploma in recreation and experience in a municipal recreation position is preferred.

### Working Conditions:

- The *(Job Title)* is expected to supervise, oversee and monitor recreation programs and special events in all weather conditions. He/she will be expected to lift, carry and manage equipment and supplies as deemed appropriate.
- Travel using a personal vehicle is a requirement of the position.
- The *(Job Title)* will be required to exchange information requiring discussion and understanding with members of the public on a regular basis. Tact and discretion will be required to deal with or settle requests or complaints.
- The *(Job Title)* may work in a number of facilities and/or communities and may have to manage a number of people and projects at one time. He/she must be aware of all recreation programs and facilities in each community and any relevant operating policies and procedures in each area.
- The *(Job Title)* may have to work irregular or long hours at a time to complete special events or to participate in or coordinate evening and weekend activities. **Evening and weekend work is required on a regular basis.**
- The *(Job Title)* may find the working environment to be busy, noisy and will need excellent organizational, time and stress management skills to complete the required tasks. They may be interrupted frequently to meet the needs and requests of the community.

*Need more help?*

*Contact the Recreation and Regional Service office nearest you.*

*See Appendix A*

## 2.3 Hiring Committee

Each recreation authority should have a hiring or personnel committee. This committee may be an ad hoc committee formed only for the purpose of hiring the recreation director or may be a permanent standing committee responsible for ongoing human resource management.

### **This committee will be tasked with:**

- Recruiting for the position
- Interviewing applicants
- Checking references

Once the committee has found a suitable candidate they will bring forward their recommendation for consideration and approval by all recreation authority members. When the hiring committee's selection has been approved by all members of the recreation authority the committee will:

- Negotiate the job offer
- Ensure the new director receives a thorough orientation to the job and community.

### **Remember...**

The recreation authority's hiring or personnel committee is also responsible for ensuring the recreation director receives regular (yearly) performance reviews.

## **Successful Hiring Committees...**

- ✓ Have a clearly defined mandate
- ✓ Are comprised of 3 to 5 members
- ✓ Do not have a conflict of interest or any *perceived* conflict of interest in the community.

## **Members may include:**

- Recreation authority members/volunteers with human resource skills and experience
- Town/RM Chief Administrative Officer or Band Administrator
- Province of Manitoba Recreation and Regional Services staff member or Aboriginal and Northern Affairs Recreation and Wellness Development Consultant
- Community Elder

## 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.

### Typically qualified candidates can be found

- **Within the organization:** Is there someone currently working or volunteering with the organization that has the skills and experience to assume the role of recreation director? Promoting from within the organization has several positive benefits and can be very motivating for other staff members.
- **Other recreation commissions or departments:** Qualified people may be recruited from other communities. These individuals have the experience and knowledge of the recreation sector and may be able to assume the duties easily.
- **Other Provinces:** Consider whether recruiting from a neighbouring or other province is an option.
- **The Private or Non Profit Sector:** Qualified individuals may include volunteer administrators, economic or community development professionals, public or business administration professionals, and university or college graduates working in the public or private sector.

● ● ●  
**Job Advertisements**  
An effective advertisement highlights the key responsibilities of the position and will encourage an interested person to apply.  
● ● ●

### The Job Advertisement

If the recreation authority has reviewed the job description and determined the priorities of the position, they should have a clear idea of their needs.

In addition to notifying potential candidates of the available position, advertisements will also be used as a decision making tool in the assessment making process. A well written job advertisement can be an excellent way of marketing the organization and will set the tone for the hiring process.

**Job Advertisements** should include information from the job description that is presented in a way that will appeal to prospective employees.

**Consider including the following:**

- ✓ **Job Title:** Include the title of the open position. Remember that job titles often help communicate the scope of responsibility.
- ✓ **Position Description:** Use this opportunity to outline the key duties of the position and excite the reader about what they will be doing if they are the successful candidate. It is important to note that job titles may differ from organization to organization for the same job functions, so the position description will assist prospective candidates in learning more about the position.
- ✓ **Knowledge, Skills and Abilities:** What skills, education, and experience would the hiring committee expect the successful candidate to have? What are the required and preferred qualifications that the hiring committee is willing to accept? Advertisements should include the required and preferred academic, professional and work experience that is required for the position.
- ✓ **What the organization offers:** What separates your recreation authority or community from the others and would entice someone to want to join your organization? Remember salary is only one factor individuals consider when pursuing career opportunities. Information could include the facilities, personnel or other areas that may be of interest to prospective candidates.
- ✓ **Salary:** Mentioning salary is important and may save the hiring committee valuable time. If the salary is competitive with other organizations, it may help to attract qualified candidates. If the recreation authority does not have flexibility in the wage it is able to offer, then stating the salary in the job advertisement will discourage potential candidates from applying who are not prepared to accept the position at the current rate of pay.
- ✓ **Respond To:** Include contact names, phone numbers, physical and e-mail addresses, and internet links for candidates to obtain more information about the position. Be sure the contact person included in the advertisement is familiar with the position and will be able to answer any questions received. If the recreation authority has specific requirements for candidates to follow (i.e., no phone calls, attach résumé, include references), this information should be included in the advertisement.

**See Appendix C for sample job advertisements.**

## ***Salary and Benefits***

The **Westman Recreation Practitioners Association** has developed an Employee Classifications and Wage Scale resource that may be used as a tool to determine appropriate compensation rates based on the job duties and experience of the recreation director.  
**See Appendix D.**

Recreation authorities may also contact other communities to ensure that the compensation package offered is competitive with other centres.

The **Manitoba Municipal Employees Benefit Program (MEBP)** provides pension, insurance and disability income services to employees of Manitoba municipal and quasi-municipal organizations such as recreation authorities. For more information call toll-free 1-800-432-1908

## Sample Job Advertisement



### **Recreation Director XYZ Recreation Commission**

The XYZ Recreation Commission is accepting applications for a Recreation Director. This management position reports directly to the Chief Administrative Officer.

The Recreation Director is responsible for planning, implementing, and managing a broad range of community recreation services and facilities; encouraging maximum community involvement and coordination with other community organizations.

A post-secondary education in recreation with a minimum of three years experience in a local government environment is required. This experience shall include personnel management, recreation facility management and program planning. Excellent leadership skills and an ability to effectively communicate with the public, council and staff are necessary. The use of a vehicle for business purposes is required.

Our Town is a progressive community with excellent educational, medical, professional, recreational, and commercial services. The XYZ Recreation Commission offers a competitive salary and full benefits and pension package.

Qualified candidates are invited to submit resumes by (*Date/Time*) stating experience, education, related work references, and all other pertinent data to:

**XYZ Recreation Commission, Box 00, Our Town, Manitoba, R0H 0X0**

**More information about Our Town and detailed information about this exciting opportunity can be found at [ourtownrecreation.ca](http://ourtownrecreation.ca).**

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

## 2.5 Where to Advertise

Advertising can be expensive so choosing a location to advertise that will result in the best pool of candidates to select from is important. Consider advertising in the following:

**Newspapers:** Local and regional newspapers as well as newspapers that have a large distribution such as the *Winnipeg Free Press*. The content may be adjusted based on cost. To maximize space, include a website address where the detailed advertisement can be found.

**Websites:** Posting the position on the recreation authority's website and the town, RM or band website is an excellent way to reach a large number of people very economically. By using targeted websites that are visited by recreation professionals, you can be sure that your advertisement is reaching qualified individuals. Suggested websites include:

- Recreation Connections Manitoba: [www.reconnections.com](http://www.reconnections.com)
- Sport Manitoba: [www.sportmanitoba.ca](http://www.sportmanitoba.ca)
- Manitoba Aboriginal Sport and Recreation Council: [www.masrc.com](http://www.masrc.com)
- Association of Manitoba Municipalities (AMM): [www.amm.mb.ca](http://www.amm.mb.ca)
- Physical Activity Coalition of Manitoba (PACM): [www.pacm.ca](http://www.pacm.ca)
- Manitoba Fitness Council: [www.manitobafitnesscouncil.ca](http://www.manitobafitnesscouncil.ca)
- Other provincial recreation organizations such as:
  - Saskatchewan Parks and Recreation Association (SPRA): [www.spra.sk.ca](http://www.spra.sk.ca)
  - Ontario Recreation Facilities Association (ORFA): [www.orfa.com](http://www.orfa.com)

**Job Sites:** Using the government of Canada jobbank ([www.jobbank.gc.ca](http://www.jobbank.gc.ca)) or local job sites is another excellent way of reaching a wide range of people. Sites such as [workopolis.com](http://workopolis.com) or [monster.ca](http://monster.ca) are another means of advertising openings.

**Publications:** Do you publish an e-newsletter, brochure, or other promotional materials? Can you post your opportunity in another organization's news bulletin?

**Word of mouth:** Talk to people in other municipalities, other recreation departments, your local regional recreation consultant, or other community organization. They may know of someone who is perfect for the job! Want to extend your reach? Try using Facebook, LinkedIn and Twitter.

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***Be sure to ask your local  
province of Manitoba  
regional recreation office  
and Recreation  
Connections Manitoba to  
advertise the opportunity  
for you.***

---

**Posters:** Post the job advertisement in locations throughout the community. The recreation centre, library, or a popular restaurant may have a location to post items of local interest.

An **executive search company** may be an option if the budget permits.

# STEP 3:

## SCREENING APPLICANTS & CONDUCTING 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 3 – 5 candidates. If a suitable applicant is not found after meeting with these individuals, then the committee can proceed to meet with the next candidates from the list.

**Hiring Committees should not screen applicants based on their personal knowledge of an individual but should use the information provided in the application.**

### 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. See example screening checklist below based on job advertisement from page 23.

<b>Required Competencies</b> <ul style="list-style-type: none"><li>• <i>From job advertisement (pg 19)</i></li><li>• <i>Change to reflect job advertisement</i></li></ul>	<b>Applicant #1</b>	<b>Applicant #2</b>	<b>Applicant #3</b>	<b>Applicant #4</b>	<b>Applicant #5</b>
<b>Relevant Education/Certification</b>					
<b>Work/Volunteer Experience</b>					
<b>Personnel Management</b>					
<b>Recreation Facility Management</b>					
<b>Program Planning</b>					
<b>Leadership Skills</b>					
<b>Communication Skills</b>					
<b>Use of a Vehicle</b>					



### 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.

Extensive research has been conducted on the type of questions to ask and there are excellent resources available for those who wish to gain more knowledge in this area. All interview questions and/or processes should strive to reveal a candidate's technical skills, knowledge, behaviours, and key motivators.

Once the committee has determined the key priorities for the successful candidate and the skills, knowledge and experience needed, the hiring committee can develop interview questions that will allow the candidate to demonstrate their abilities. For example, if one of the key duties of the recreation director will be operating a recreation centre, then the hiring committee must ensure that questions specific to facility operation are asked during the interview. This will allow candidates to exhibit their knowledge, training, and experience in operating facilities.

The Canadian Human Rights Commission 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.

**See Appendix E for a complete listing.**

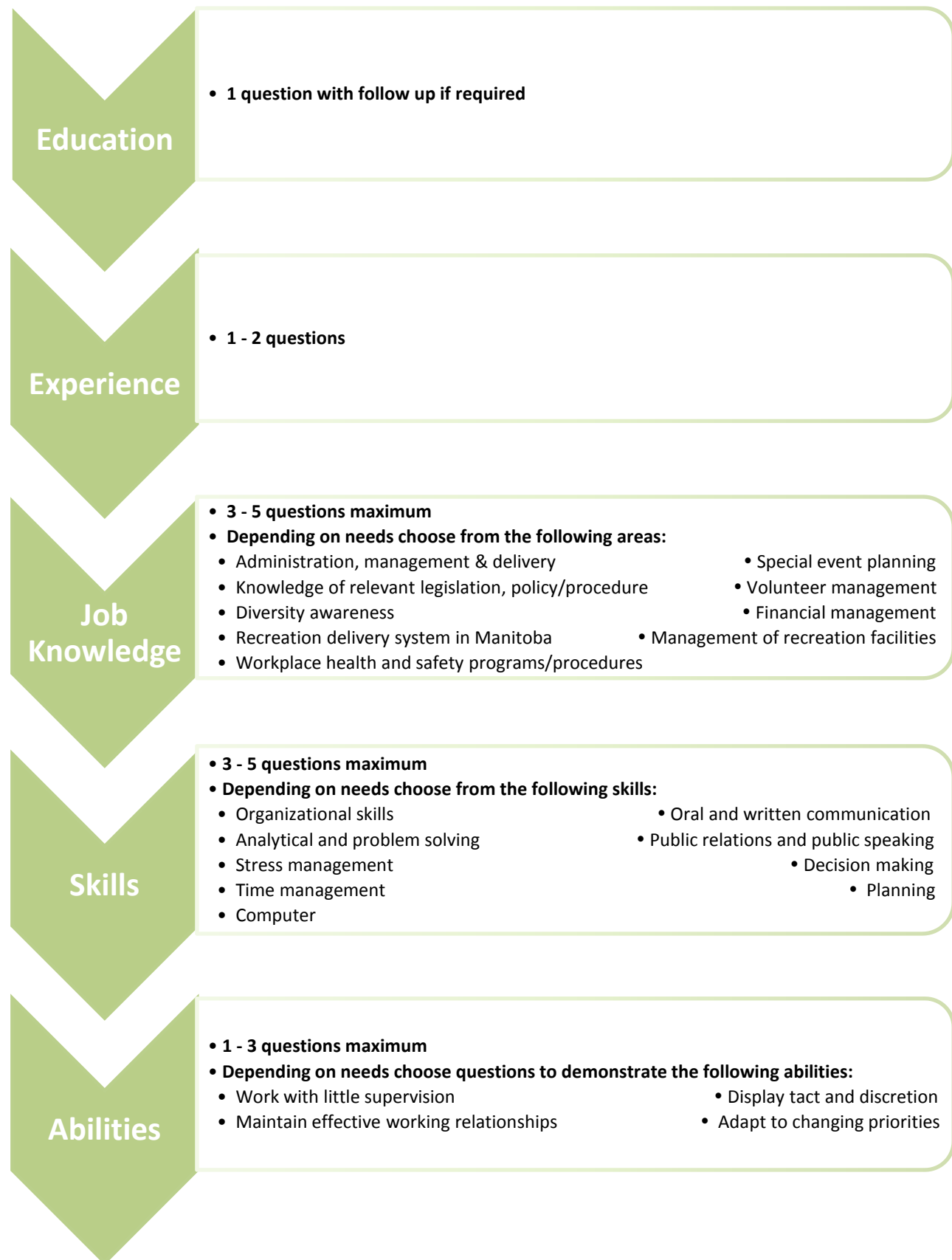
#### **Interview questions should...**

- relate to the core competencies identified as being important to the recreation authority in the screening questionnaire.
- allow the candidate to demonstrate their ability to perform the job duties outlined in the job description.

#### **Interview schedules should...**

- be for 1 hour maximum.
- allow 10 – 15 minutes between candidates for committee review.

## Interviews usually include questions about core competencies such as:



### 3.3 Sample Recreation Director Interview Questions

(with evaluation tool)

Only select the questions that will allow candidates to exhibit the skills you require for your recreation authority

Candidate's Name: \_\_\_\_\_

Rate each core competency on a scale from 1 - 4.

- 1: *No Evidence of desired skill (could not provide specific examples)*
- 2: *Limited Evidence that candidate meets the desired skill (provided incomplete/vague answers)*
- 3: *Evidence that candidate meets the desired skill (provided only one specific and complete example)*
- 4: *Very strong evidence of desired skill (provided several specific and complete examples)*

#### Relevant Education/Experience

Score

- **Q1: Please tell us about your education in recreation or a related field.**
- **Preferred Response:**
  - **Preferred education:** Bachelor of Recreation, Diploma of Recreation
  - **Acceptable education:** Bachelor of Physical Education, Bachelor of Arts, Bachelor of Administration, or equivalent combination of education and experience
  - **Other Training:** Volunteer Management Certificate, Event Management Certification, Arena Operator Certification

#### Work/Volunteer Experience

Score

- **Q1: Please tell us how your work and/or volunteer experience has prepared you for this position.**
- **Preferred Response:**
  - Specific experience in two or more job areas
  - Has worked for or has awareness of recreation authorities and their operations
- **Q2: Tell about an accomplishment in your last position you are most proud of and why.**
- **Preferred Response:**
  - Responses will reflect attributes of a strong team player
  - Accomplishment has benefit to community

## Job Knowledge

Choose 3 – 5 questions that will allow the candidate to demonstrate the job knowledge critical for your position.

### Recreation & Leisure Program Administration, Management and Delivery

Score

- **Q1: Please tell us about your experience in the municipal recreation environment.**

- **Preferred Response:**

- Has experience and provides specific examples of job duties, projects or responsibilities.

- **Q2: What do you see as opportunities in providing municipal recreation services in our community?**

- **Preferred Response:**

- Can provide examples specific to community. Answers may include changing population, funding, infrastructure, etc.

### Knowledge of Relevant Legislation, Policy & Procedures

Score

- **Q1: Can you give one example of provincial or federal legislation that may impact a recreation authority? ...How?**

- **Preferred Response:**

- Privacy Laws, Employment Standards, Workplace Health and Safety, Power Engineers Act, etc.

- **Q2: Give an example of a how you made a change in a work-related procedure or process, why you made the change and the results.**

- **Preferred Response:**

- Can provide a specific relevant example.

### Special Event Planning

Score

• **Q1: Can you tell us about a special event that you were involved with and your role?**

• **Q2: If you could do one thing differently at this event, what would it be and why?**

• **Preferred Response:**

- Demonstrated leadership, planning skills.
- Demonstrates creativity through awareness of ways event was successful and/or opportunities for improvement.
- Can identify what attributes are needed for special event planning.

### Volunteer Management

Score

• **Q1: Please tell us about your experience supervising volunteers.**

• **Preferred Response:**

- Demonstrated experience and/or training.

• **Q2: Name two reasons why a volunteer may stop volunteering with the recreation authority and what steps the Recreation Director could take to keep this from happening.**

• **Preferred Response:**

- Lack of interest, non challenging job duties, conflict with supervisor and/or other volunteer.
- Recreation Director should find new experience and/or mediate conflict.

• • •  
Remember...

In order to evaluate candidates fairly and accurately, each person must be asked the same series of questions

• • •

## Recreation Delivery System in Manitoba

Score

• **Q1: What challenges and/or opportunities are there in recreation delivery in Manitoba?**

• **Preferred Response:**

- *Opportunities:* increased awareness of benefits of recreation, investment in recreation facilities.
- *Challenges:* low funding, lack of leaders, public expectations.

• **Q2: How do you stay attuned to new recreation trends, programs or operating procedures?**

• **Preferred Response:**

- Connect with professional association; Recreation Connections Manitoba.
- Attend local recreation director meetings, workshops and conferences.
- Contact local recreation and regional services staff (province of Manitoba).

## Management & Operation of Recreation Facilities

Score

• **Q1: In your opinion, what is the most important consideration when operating a recreation facility?**

• **Preferred Response:**

- Public Safety, community access and use, capital and operating budget implications.

• **Q2: Tell us about the steps you would take to develop and implement a facility maintenance plan.**

• **Preferred Response:**

- Identifies required tasks and timeline, equipment required, budget and human resource implications.

• **All Responses:**

- Demonstrate knowledge of techniques, skills, equipment, procedures and materials.
- Candidate applies knowledge to identify issues/opportunities.

### Diversity Awareness

Score

- **Q1: How do you value the differences that employees/volunteers bring to the job?**
  
  
  
  
  
  
  
  
  
  
- **Q2: How have you adapted your programs to the changing demographics in the community?**
  
  
  
  
  
  
  
- **Preferred Response:**
  - Treats all people with respect, values diverse perspectives, treats others fairly.
  - Seeks and considers diverse perspectives and ideas, consults with community.

### Financial Management

Score

- **Q1: What steps do you take when developing an operating budget for an organization (or event)?**
  
  
  
  
  
  
  
  
  
  
- **Q2: What tools could you use to track expenses and income for your organization?**
  
  
  
  
  
  
  
- **Preferred Response:**
  - Analyzes budget data.
  - Provides specific examples of experience developing and tracking budgets such as spread sheets, cash flow statements, financial statements.

## Workplace Health & Safety Programs and Procedures

Score

- **Q1: Please tell us your understanding of the role of the workplace health and safety committee.**
- **Preferred Response:**
  - Ensure that workers and workplace is safe; prevent accidents.
- **Q2: As the Recreation Director, what steps would you take to ensure that the required workplace health and safety procedures are developed and adhered to?**
- **Preferred Response:**
  - Contact provincial workplace health and safety, ensure compliance, lead by example, regular meetings and training.

## Skills

Choose 3 – 5 questions that will allow the candidate to demonstrate the skills you require for your position.

## Sound Organizational Skills

Score

- **Q1: Tell us about a time when you used your organizing and scheduling skills to create a productive work environment.**
- **Q2: Give us an example of a project you were given and how you accomplished it.**
- **Preferred Response:**
  - Anticipates obstacles and strategizes ways to overcome them.
  - Develops short and long range plans
  - Identifies resources (financial, people and other) needed to accomplish objectives



### Oral & Written Communication Skills

Score

- **Q1: How do you communicate with others?**
  
  
  
  
  
  
  
  
  
- **Q2: Tell us about a time when someone returned one of your reports because they didn't understand it. What did you do?**
  
  
  
  
  
  
- **Preferred Response:**
  - Expresses oneself in a clear, concise manner.
  - Appears knowledgeable and confident in communicating information.
  - Is sensitive to the communication levels required by different audiences.

### Analytical and Problem Solving Skills

Score

- **Q1: Tell us about a time you were asked to evaluate a situation and recommend a new approach. What factors did you take into consideration?**
  
  
  
  
  
  
  
  
  
- **Q2: Give me an example of a work problem that you anticipated and resolved.**
  
  
  
  
  
  
- **Preferred Response:**
  - Identifies the existence and cause of a problem.
  - Brainstorms potential solutions and evaluates alternative courses of action.
  - Identifies key people involved in evaluating solutions to problem.
  - Implements solutions and evaluates results.

### Decision Making Skills

Score

- **Q1: 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?**

- **Q2: Tell us about a time you involved others in the decision-making process.**

- **Preferred Response:**

- Weighs alternative courses of action and makes decisions that reflect factual information based on logical assumptions that take organizational resources into consideration.
- Is willing to take action, even under pressure, criticism or tight deadlines.
- Involves subordinates, recreation authority, and others in making decisions as appropriate.

### Time Management Skills

Score

- **Q1: What methods or techniques do you use to manage your time?**

- **Preferred Response:**

- Utilizes 'to-do' list, calendar or some type of planning tool.

- **Q2: How do you prioritize your workload?**

- **Preferred Response:**

- Resolves conflicting priorities and accomplishes work on time without compromising accuracy. Asks for supervisor's input where needed.
- Maintains a balance and awareness of status of all projects.
- Able to determine project urgency in a practical way.

### Public Relations and Public Speaking Skills

Score

- **Q1: What tools would you use to keep the public informed of the activities of the recreation authority?**
  
- **Preferred Response:**
  - Lists specific tools to be used (i.e. posters, newspaper, radio, newsletter, etc.)
  
- **Q2: Tell us about a time when a presentation did not go well and how you dealt with it.**
  
- **Preferred Response:**
  - Identifies opportunities for improvement.
  - Exhibits self awareness of strengths and weaknesses.
  - Shows sense of humour.

### Stress Management Skills

Score

- **Q1: Give us an example of a work project or situation that you have been frustrated with and how you dealt with it.**
  
- **Preferred Response:**
  - Hiring committee will need to determine if example given will affect job performance significantly.
  
- **Q2: Describe what you do to maintain a healthy work-life balance.**
  
- **Preferred Response:**
  - Is sensitive to the impact the job may have on self.
  - Develops several approaches to dealing with issue such as scheduled time off, hobbies or exercise/wellness regime.

## Abilities

Choose 1 - 3 questions that will allow the candidate to demonstrate his/her abilities you require for your position.

### Work with Little Supervision (*Ability*)

Score

- **Q1: 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?**
- **Q2: Give us an example of a time when you had to ask your supervisor for assistance on a situation or project.**
- **Preferred Response:**
  - Actively seeks solutions to problems/situations before being asked or directed.
  - Seeks additional job responsibilities and looks for new ways to contribute to the organization.
  - Implements decision and evaluates results.
  - Understands and operates within given authority.
  - Notifies supervisor of problems in a timely manner.

### Display Tact & Discretion (*Ability*)

Score

- **Q1: Give me an example of a difficult situation you encountered with another staff member that you need to work with regularly and how you resolved it.**
- **Q2: Give an example of a performance issue in your organization and how you managed it.**
- **Preferred Response:**
  - Has awareness of impact of his/her behaviour on others. Open to constructive feedback.
  - Tactfully addresses issue with individual involved.
  - Able to define boundaries around work situation.
  - Proposes ways to work better together.
  - Able to present options that will move the situation forward positively.

### Planning Skills *(Ability)*

Score

- **Q1: What kinds of project planning and administration are you involved in at your current position?**

- **Preferred Response:**

- Provides detailed examples of involvement in planning activities.

- **Q2: What steps would you take to develop a community recreation plan?**

- **Preferred Response:**

- Identifies key individuals to be involved with plan (i.e. recreation authority, council, health authority, user groups, etc.).
- Organize planning meeting to determine first steps.
- Contact Province of Manitoba Recreation and Regional Services (See Appendix A) for assistance and/or use of the Community Recreation Planning Resource.

### Computer *(Ability)*

Score

- **Q1: Describe your previous experience working with computer applications. Please specify what software packages you have used and how you have used them in your work.**

- **Q2: What computer courses/training have you taken?**

- **Preferred Response:**

- Provides specific, current examples:
  - Word: preparation of letters, minutes, basic posters
  - Excell: spreadsheets
  - PowerPoint: presentations
  - Outlook: email/calendar
  - Extra: website/web page design, Publisher or other design software, electronic newsletters.

### Maintain Effective Working Relationships (*Ability*)

Score

- **Q1: Tell me about a time you were able to adapt to a difficult-to-deal-with volunteer, co-worker or employee.**

- **Q2: Explain a situation where you adapted your behaviour and communication style to gain co-operation on a team project.**

- **Preferred Response:**

- Remains open-minded and changes opinions on the basis of new information.
- Exercises a professional approach, listens well, explains reasoning behind own opinions, asks questions to gain understanding.
- Displays tact and discretion in answers.

### Adapt to Changing Priorities (*Ability*)

Score

- **Q1: How do you handle interruptions to ensure that you complete your projects on time?**

- **Q2: 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?**

- **Preferred Response:**

- Controls interruptions, prioritizes daily work schedule.
- Recognizes and responds to unanticipated events and requirements. Willing to do what is necessary to get the desired results.
- Copes successfully with unexpected events; able to manage transition from task to task effectively.
- Exhibits a “can-do” approach.

### Other Possible Interview Questions

- **Q1: If you were the successful candidate, when would you be available to start?**
- **Q2: Do you have a valid driver's license and access to a vehicle that can be used for work purposes?**
- **Q3: If you were the successful candidate, what priorities would you set for yourself during the first 6 months in this position?**
- **Preferred Response:**
  - The hiring committee will need to determine if the candidate's responses will meet the recreation authority's needs.

**The Hiring Committee  
should meet in advance to  
determine how they will  
conduct the interview**

### 3.4 Conducting 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.

Typically, interviews are divided into the following components:

#### Introduction

(5 – 10 minutes)

- **Build Rapport (2-5 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 (3-5 minutes):** Give the candidate background information about the position and the recreation authority.
- **Communicate Expectations (1 minute):** Review the interview process that the committee has agreed upon. Inform the candidate that you will be asking questions first and will be recording their answers. Explain that there will be time for the candidate to ask questions at the end of the interview.

#### 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 you. 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 check 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 recreation authority.



# STEP 4: Checking References & Making the Job Offer

## 4.1 Evaluating the Interview

During each interview, hiring committee members should take detailed notes of each candidate's responses. This information can be transferred to an interview evaluation sheet that will allow the committee to accurately assess each person's suitability for the position. Each committee member should complete the evaluation separately and then review the results as a group.

### Master Interview Evaluation Tool

After each committee member has submitted their interview scores as recorded on the interview question sheet, all scores should be tabulated. Based on the highest score of all candidates, the hiring committee should proceed to the checking references stage of the interview process for that candidate.

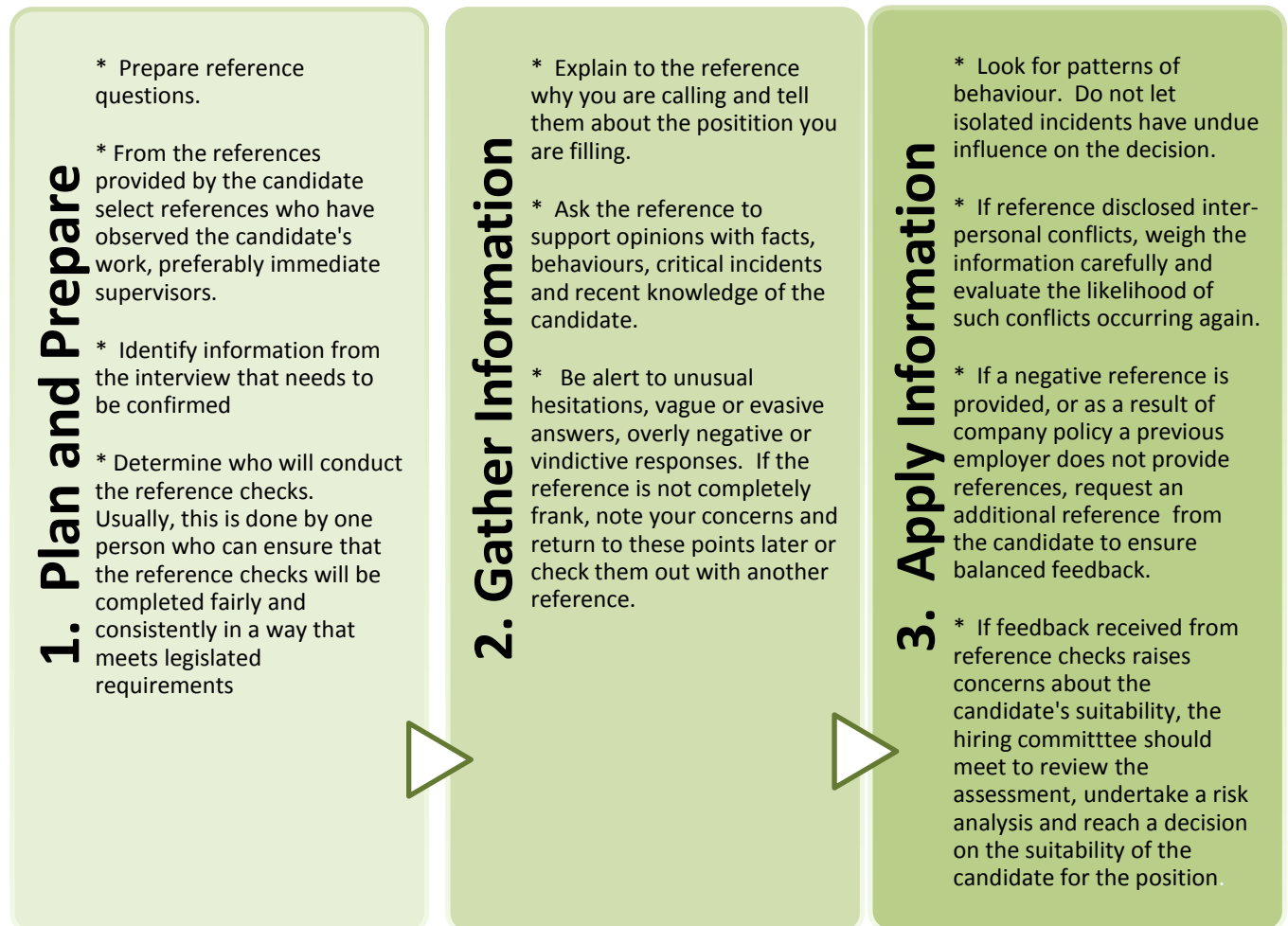
#### Enter Candidate's Score

Selection Criteria <ul style="list-style-type: none"> <li>From job advertisement (pg 23)</li> <li>Change to reflect job advertisement/job description</li> </ul>	Applicant #1	Applicant #2	Applicant #3	Applicant #4	Applicant #5
<b>Required Knowledge Skills and Abilities</b>					
Relevant Work/Volunteer Experience					
Personnel Management Knowledge					
Recreation Facility Management Knowledge					
Program Planning Skills					
Leadership Skills					
Communication Skills					
Use of a Vehicle					
<b>Preferred Knowledge Skills and Abilities</b>					
<i>*As determined by committee prior to interview</i>					
Ability to adapt to changing priorities					
Financial Management Skills					
Knows Manitoba's Recreation Delivery System					
<b>Total Score</b>					

## 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; two of which should be from previous employers. Typically, family members are not considered appropriate references.

### Process for Conducting Reference Checks



### ***Did you know?***

- *The Manitoba Personal Investigations Act mandates that the candidate's consent is required before conducting reference checks with persons other than those listed on the candidate's resume.*
- *References are a matter of **record** and must be documented in the competition file. Under the Freedom of Information & Protection of Privacy Act, a candidate can access this record and obtain a copy of reference information.*

## Sample Reference Questions:

*Not all of the questions will apply to each candidate*

1. In what capacity do you know *(name of candidate)*?
2. What is your opinion of *(name of candidate)*'s skills in terms of their ability to deliver recreation programs within their current position?
3. Did *(name of candidate)* supervise other employees? How effectively? If I spoke to those employees, how do you think they would describe *(name of candidate)*'s management style?
4. How did *(name of candidate)* handle conflict? How about pressure? Stress?
5. Did you evaluate *(name of candidate)*'s performance? Can you speak to his/her strong and weak points? What was noted as needing improvement during this performance review?
6. What was *(name of candidate)*'s biggest accomplishment while working for your organization?
7. Can you describe his/her experience working as a member of a team?
8. Is there anything I haven't asked that you would like to share with me?
9. If you had the opportunity, would you re-hire *(name of candidate)*?

**Remember...**  
*document the  
reference results!*

### ***Criminal Record and Child Abuse Checks***

Completion of criminal record and child abuse checks are not a requirement of the hiring process. However since the recreation director, 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 child abuse checks as a condition of employment.

**Contact your local RCMP or police detachment for more information.**

### 4.3 Negotiate the job offer

Now that you have determined which candidate you would like to hire, making the offer of employment is the final step. The successful candidate should be contacted by phone or in person and a formal letter of offer should be sent to the candidate once they have accepted the position. Unsuccessful candidates should be informed of the committee's decision as soon as possible after the successful candidate has accepted the position and signed the letter of offer.

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

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

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

- Start date; including time and work location
- Starting salary and hours of work
- Immediate supervisor
- A place for the candidate to sign and formally accept the position

Included with the letter of offer should be a copy of the recreation authority's current personnel policy that outlines the specific conditions of employment.

## Sample Letter of Offer:

*\*Make two copies on organization letterhead*



### XYZ Recreation Authority

*Date*

*Candidate's Name and Mailing Address*

*Dear (Name of Candidate):*

**Re: (Job Title) Position**

*This will confirm your selection to the position of (Job Title) with the XYZ Recreation Authority. Your start date will be (m/d/yr) under the following terms of employment:*

- *Start date of employment: Date, time, location*
- *Probation: Six months from your start date subject to extension by the recreation authority at their sole discretion.*
- *Salary: \_\_\_\_\_*
- *Benefits as outlined in the enclosed personnel policy.*
- *Your supervisor will be (Name of Supervisor and Title).*

*If you are in agreement with the above terms of employment, please sign both copies of the letter and return one to the undersigned as soon as possible.*

*If you have any questions concerning this offer, please contact me at (Phone Number and/or Email address).*

*Yours truly,*

\_\_\_\_\_  
*Chair of Recreation Authority*

***I HEREBY AGREE TO THE TERMS OF EMPLOYMENT AS OUTLINED ABOVE.***

***Signature: \_\_\_\_\_ Date: \_\_\_\_\_***

#### 4.4 Sample Letter to Unsuccessful Candidate

*\*On organization letterhead*

While letters to unsuccessful candidates should be sent in a timely manner, recreation authorities should ensure that they have received a signed letter of offer from the successful candidate prior to notifying unsuccessful applicants of their decision.



The image shows a sample letter on a light green background with a subtle pattern. In the top left corner, there is a logo consisting of a green oval with the word "LOGO" in black. To the right of the logo, the text "XYZ Recreation Commission" is written in a bold, black, sans-serif font. Below this, the letter is addressed to a candidate. The text is as follows:

*Date*

*Candidate's Name and Mailing Address*

*Dear (Name of Candidate):*

***Re: (Job Title) Position***

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

*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 Authority*

The bottom right corner of the letterhead area features a decorative graphic of a folded corner.

The hiring committee should keep all correspondence, interview questions, and score sheets for a period of seven years.

# STEP 5: Job Orientation & Ongoing Support

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

## Orientation Checklist

The orientation checklist provides recreation authorities 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. In the future, this form may be used to address any employee performance issues and/or during the annual performance review process.

### Recreation Authority New Employee Orientation Checklist

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 (i.e. computer, telephone, stationary).		
Ensure the new employee is set up with telephone number/voicemail computer log in, access to appropriate buildings, keys and access codes.		
Announce the selection of new employee to all existing employees/recreation authority 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 (i.e. contract, job description, annual report, orientation manual).		

First Day/Week	Person Responsible	Date Completed
<b>Introductions:</b> <ul style="list-style-type: none"> <li>Co-workers located in work area</li> <li>Provide a list of contacts and phone numbers</li> <li>Advise who “go to” people are for different items (i.e. payroll, administration, facility maintenance, etc.).</li> </ul> <p><i>If the employee is required to work from more than one office, this should be done at each location.</i></p>		
<b>Job Requirements</b> <ul style="list-style-type: none"> <li>Review job description.</li> <li>Explain probationary period.</li> <li>Review organizational chart and reporting structure.</li> <li>Identify regularly scheduled meetings or special events the employee is expected to attend.</li> <li>Provide employee with a copy of all organizational policies and procedures (hard or electronic copy).</li> </ul>		
<b>Office Practices (personnel policy)</b> <ul style="list-style-type: none"> <li>Dress code</li> <li>Hours of Work – lunch, break times and over time, flex time</li> <li>Travel – mileage</li> <li>Appointment policy</li> <li>Sick/Family related leave</li> <li>Vacation scheduling</li> <li>Record keeping</li> <li>Mail and banking practices (if necessary go to bank and post office)</li> <li>Voicemail set up</li> <li>Timesheets/Attendance record keeping</li> <li>Issue keys, security codes, etc.</li> <li>Media policy – who speaks to the media on behalf of the recreation authority</li> <li>Forms</li> </ul>		
<b>Advise</b> new employee of the date/time of any pre-arranged meetings (i.e. payroll, committees, deadlines, special events, etc.)		
<b>Payroll Requirements</b> <ul style="list-style-type: none"> <li>Ensure all necessary payroll forms are complete and sent to appropriate person (i.e. federal income tax, direct deposit etc.).</li> <li>If applicable, discuss benefit information and ensure appropriate forms are complete.</li> <li>Advise of any collective agreements.</li> </ul>		
<b>Tour of Immediate Work Area</b> <i>Highlight the following:</i> <ul style="list-style-type: none"> <li>Photocopier, fax machines</li> <li>Office supplies</li> <li>Washrooms</li> <li>Lunch room</li> <li>First Aid Kit, fire extinguisher and exits</li> <li>Janitor room and/or storage areas</li> <li>Designated smoking areas</li> <li>Parking</li> <li>Security/fire panels, light switches</li> <li>Garbage/recycling</li> </ul>		



Within First Month	Person Responsible	Date Completed
<b>Tour of All Work Areas</b> <ul style="list-style-type: none"> <li>▪ Tour all facilities employee will work in.</li> <li>▪ Introduce employee to staff/volunteers in each work area.</li> <li>▪ Ensure employee has keys/access to all areas.</li> <li>▪ Provide working overview of each location.</li> <li>▪ Ensure employee has contact information for each location.</li> </ul>		
<b>Job Requirements</b> <ul style="list-style-type: none"> <li>▪ Review current projects and priorities</li> <li>▪ Review policy and procedures</li> <li>▪ Review financial procedures and financial signing authority</li> <li>▪ Provide copy of Recreation Opportunities Program annual report <i>(if applicable)</i></li> </ul>		
<b>Introductions</b> <ul style="list-style-type: none"> <li>▪ Introduce employee to external client groups, user groups, key community contacts (ie. library, arts council, arena, chronic disease prevention committee, etc).</li> <li>▪ Introduce employee to local Province of Manitoba Recreation Consultant</li> </ul>		
<b>Feedback</b> <ul style="list-style-type: none"> <li>▪ Schedule time to meet with the employee to discuss the job and provide support as needed</li> </ul>		
<b>Provide contact information for regional, provincial, and national organizations.</b>		

**Certification:**

**I acknowledge receipt of the above information and agree to comply with the related policies and provisions.**

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

**I confirm that the above employee has received all of the material specified, with appropriate explanations provided, and all applicable forms have been returned.**

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

# Resources

Manitoba Aboriginal and Northern Affairs. (June 2008). Recreation Directors Handbook. Manitoba: Author

Manitoba Civil Services Commission. (2011). Principles and Policies for Managing Human Resources. Manitoba: Author

Manitoba then department of Intergovernmental Affairs and Trade, Municipal Finance and Advisory Services. (June 2006). A Guide to Hiring Your Chief Administrative Officer. Manitoba: Author

Saskatchewan Association of Recreation Professionals (July 2000). The Benefits of Hiring a Recreation Professional. Donna Hudson and Ginny Carpenter: Authors

Skills Program for Management Volunteers (1992). Effective Organizations. Judy Kent: Author

Skills Program for Management Volunteers (1988). Role of Board. Strachan Associates: Author

## Other Sources and Recommended Web Sites

### **Beyond Excellence Inc.**

Phone: 204.489.7333 Cell: 204.291.3696

Email: [ll@beyond-excellence.ca](mailto:ll@beyond-excellence.ca)

Website: [www.beyond-excellence.ca](http://www.beyond-excellence.ca)

### **Canadian Human Rights Commission**

at 344 Slater Street, 8th floor, Ottawa, Ontario K1A 1E1

Telephone: 1-613-995-1151, or toll free 1-888-214-1090

E-mail: [info.com@chrc-ccdp.ca](mailto:info.com@chrc-ccdp.ca)

Website: [www.chrc-ccdp.ca](http://www.chrc-ccdp.ca)

### **Manitoba Human Rights Commission**

700- 175 Hargrave Street, Winnipeg, MB R3C 3R8

Phone: 1-888-884-8681

Website: [www.gov.mb.ca/hrc](http://www.gov.mb.ca/hrc)

### **Recreation Connections Manitoba.**

Room 317 – 145 Pacific Avenue

Winnipeg, MB R3B 2Z6

Phone: (204) 925-5748

Fax: (204) 925-5703

Email: [reconnections@sportmanitoba.ca](mailto:reconnections@sportmanitoba.ca)

Website: [www.reconnections.com](http://www.reconnections.com)



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# Appendix A: Contact List

## Province of Manitoba Recreation and Regional Services

### Winnipeg (Main Office)

310, 800 Portage Ave.  
Winnipeg, MB R3G 0N4  
Phone: 204-945-3766  
Fax: 204-945-1684  
Email: [RRS@gov.mb.ca](mailto:RRS@gov.mb.ca)

### Central Region

225 Wardrop St.  
Morden, MB R6M 1N4  
Phone: 204-822-5418  
Fax: 204-822-2915  
Toll-free: 1-866-346-5219

### Eastman Region

20-1<sup>st</sup> St., South  
P.O. Box 50  
Beausejour, MB R0E 0C0  
Phone: 204-268-6018  
Fax: 204-268-60670  
Toll-free: 1-800-665-6107

### Interlake Region

62 Second Ave.  
P.O. Box 1519  
Gimli, MB R0C 1B0  
Phone: 204-642-6006  
Fax: 204-642-6080  
Toll-free: 1-866-259-5748

### Province of Manitoba Aboriginal & Northern Affairs

Box 33, 59 Elizabeth Drive  
Thompson, MB R8N 1X4  
Phone: 204-677-6794  
Fax: 204-677-6525  
Email: [anaweb@gov.mb.ca](mailto:anaweb@gov.mb.ca)

### Norman Region

59 Elizabeth Drive  
Thompson, MB R8N 1X4  
Phone: 204-677-6784  
Fax: 204-677-6862

79 3rd St. West

Box 2250  
The Pas, MB R9A 1M4  
Phone: 204-627-8213  
Fax: 204-627-8236

### Parkland Region

27-2<sup>nd</sup> Ave., S.W.  
Dauphin, MB R7N 3E5  
Phone: 204-622-2022  
Fax: 204-638-6558

### Westman Region

146, 340-9<sup>th</sup> St.  
Brandon, MB R7A 6C2  
Phone: 204-726-6066  
Fax: 204-726-6583  
Toll-free: 1-800-259-6592

### Recreation Connections Manitoba

Room 402-145 Pacific Avenue  
Winnipeg, MB R3B 2Z6  
Phone: 204-925-5748  
Fax: 204-925-5792  
Email: [reconnections@sportmanitoba.ca](mailto:reconnections@sportmanitoba.ca)

# Appendix B: Sample Job Description

## Recreation Authority Job Description

**Position Title:** Recreation Director

**Reports To:** Chief Administrative Officer

**Subordinate Positions:** Program Leaders, Pool Staff

**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 outdoor pool. This position works closely with the Town Operations Manager and community volunteers to ensure quality and effective programs and services.

**Approved:**  Recreation Authority Board of Directors, January 2009

### **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 authority for operating grant and other funding opportunities.
5. Attends recreation authority meetings and other meetings as required.
6. Prepares monthly and annual reports as required.
7. Develops and maintains relationships 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 policy and Manitoba 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.

**Other:**

1. Acts as the Recreation Authority's representative on the Winterfest and Healthy [REDACTED] Committees.
2. Other duties as may be assigned.

**Qualifications:****Skills:**

The Recreation Director must demonstrate the following skills:

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

**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 aquatic 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. **Evening and weekend work is required on a regular basis.**

# Appendix C: Sample Job Advertisements

## Example #1

Lead leisure programs for all ages and interests in a  
gorgeous and growing community  
Town of [REDACTED]  
Director, Recreation

If you are looking for an exciting opportunity and an improvement in your quality of life, the *Town of* [REDACTED] offers you a safe, active and environmentally conscious community that's close to [REDACTED] but far away from the hustle and bustle. With abundant greenspace, historical landmarks, rural settings and recreation, the Town of [REDACTED] is one of the most coveted places to live in [REDACTED]. 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 [REDACTED]. Cultivate strong relationships with other departments within the municipality, partners and user groups and communicate regularly with municipal, provincial, and government 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 (5) 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.

## Example #2

The [REDACTED] and the Rural Municipality of [REDACTED]  
invites 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 experience.

Resume including references and cover letter must be received no later than noon on Thursday, September 30, 2004. Submit by mail to: Town of [REDACTED], P.O. Box 10, [REDACTED], Manitoba, [REDACTED], by fax (204) [REDACTED] or by email to [REDACTED]

A job description is available at the Civic Office at [REDACTED], Manitoba

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

[REDACTED], CMMMA  
Chief Administrative Officer  
Town of [REDACTED] / Rural Municipality of [REDACTED]



# Appendix D: Employee Classification & Wage Scale

## WESTMAN RECREATION PRACTITIONERS ASSOCIATION EMPLOYEE CLASSIFICATIONS and WAGE SCALE (2010)

### BACKGROUND:

The Westman Recreation Practitioners Association (WRPA) is made up of Professionals who plan, implement and manage a broad range of community recreation and leisure services. They provide a multi-faceted social and economic service that maximizes community involvement and coordination towards community capacity building. Staff has a wide range of skills related to community social and economic development, program administration, staff management, facility management and the management and operation of volunteer boards. The inability of individual Recreation Professionals to address the inequity of salaries relative to similar positions impacts on both the ability of districts/communities to retain existing staff as well as attract qualified staff.

Recreation Professionals are under an increasing amount of pressure to develop partnerships that lead to more initiatives and services being delivered for the communities. Recreation Professionals have become an invaluable resource within their communities and are asked to assist with a wide variety of community projects and initiatives. This includes assisting communities and groups in accessing other government programs; programs that are not their direct responsibility but will provide assistance to the community. This willingness to provide whatever assistance is necessary to ensure community sustainability and social growth has created a confidence from the community. Recreation Professionals have become the primary resource for community and social development within the region and continue to be utilized by a variety of Provincial Government departments for specific needs.

### COMMITTEE BACKGROUND:

An Adhoc committee from the Westman Recreation Practitioners Association was formed to look into the wage scales and job functions for existing RP staff. The committee was tasked to come up with a job classification and salary scale, general job description, and code of ethics.

### THE REPORT:

The following document provides a classification system for Recreation Professionals. This classification/rating system provides each Community Board/Council with an objective tool that can be used to evaluate the skill, experience and responsibilities of a new position or an existing position who has received new job responsibilities or has significantly upgraded their education and/or skill level. It also provides a starting salary range, 4 classifications within the profession and 5 levels within each classification. Utilizing this system will allow the Community Board to identify its long-term salary commitment for an employee and it will allow the employee to identify their long-term earning potential and goal setting within their position.

## **Tools and Definitions for the use of the Employee Classification System.**

Use of the Classifications System:

### **Hiring Tool:**

The wage classification system is best used as a hiring tool or as a one-time use classification system. If you feel that you require the skills and qualifications of a Recreation Professional I, then you should post for such a position. The starting salary would be negotiated between employer and employee. As an added benefit, when the board uses the system to set a minimum level of skills (minimum standards) required for the position, they can often prevent hiring a person whose skills are not suitable or adequate for the position.

### **PRESENT STAFF EVALUATION TOOL:**

In terms of present employees, the tool is best used to verify existing staff qualifications, confirm current wage status and determine if any inequities exist. Once a base wage is determined, staff would then be able to progress along the wage matrix based on positive annual evaluations and or cost of living. The employee wage scales and classification must be used in concert with an annual evaluation and be a part of the annual budgeting of the district. All staff should receive an annual evaluation with reference to the job classification system.

### **JOB RECLASSIFICATION:**

A person hired as a recreation professional i will remain a rpi unless that person's job changes significantly (added responsibilities) and is therefore redefined, or the board is prepared to pay for additional qualifications. This allows the board to manage its budget. While the positions are not all inclusive of every district, it can still be used to classify most positions.

## Recreation Professional Classification/Rating System

The following classification/rating system is to be used to assess the skill and experience level of new RP employees or to reclassify an employee who receives new job responsibilities and/or training.

The Recreation Professional position is divided into four sub-classifications, Recreation Professional I, II, III and IV. The following is the point scale and pay scale for each classification.

<u>Sub-Classification</u>	<u>Points</u>
Recreation Professional I	10-50
Recreation Professional II	51- 100
Recreation Professional III	101-150
Recreation Professional IV	151+

<b>Education</b>	<b>Details/Evidence of Completion</b>	<b>Maximum Points</b>	<b>Points Awarded</b>
Relevant College Diploma in a related field		50	
Relevant University Degree in a related field		60	
Relevant Masters Degree		70	
<b>PROFESSIONAL DEVELOPMENT COURSES</b> (Max. 15 points; 3pts per certified course. Minimum <b>30 hrs or 3</b> education credit hours) 1. Arena Mgt 2. Pool Mgt 3. Playground Cert. 4. Human Resource/Vol Mgt. 5. Computer Cert. Course 6. Administration-Financial 7. Planning & Research 8. Rec. Specialized Courses 9. Marketing Courses 10. Program Planning Courses 11. Consult./Facilitation Courses 12. Other Workshops, Conferences or Re-certs to be determined by some type of recreation panel or assoc.		15	

<sup>1</sup>Points for education, with the exception of Professional Development, are not cumulative. For example, a relevant Masters Degree will receive 70 points and will only be eligible to accumulate points for professional development to achieve the 80 point maximum.

<b>Recreation or Related Experience</b>	<b>Details/Evidence of Completion</b>	<b>Maximum Points</b>	<b>Points Awarded</b>
No Years of Experience		0	
1 Full Year Experience		5	
2 Full Years Experience		10	
3 Full Years Experience		15	
4 Full Years Experience		20	
5 Full Years Experience		25	
6 Full Years Experience		30	
7 Full Years Experience		35	
8 Full Years Experience		40	
9 Full Years Experience		45	
10 Full Years Experience		50	

\* Based on full time permanent position experience

<b>Responsibilities</b>		<b>Point Breakdown</b>	<b>Maximum Points</b>	<b>Points Awarded</b>
<b><u>Population</u></b>				
0 – 2,000		5	25	
2,001 – 4,000		10		
4,001 – 6,000		15		
6,001 – 10,000		20		
10,001 + Over		25		
<b><u>Budgeted Expenditures</u></b>				
0 - \$100,000		5	25	
\$100,001 - \$250,000		10		
\$250,001 - \$500,000		15		
\$500,001 - \$700,000		20		
\$700,001 + Over		25		
<b><u>Staff Supervision</u></b>	<b><u>Full Time</u></b>			
	1-5 employees	10	30	
	6-10 employees	20		
	Over 10 employees	30		
	<b><u>Part Time</u></b>			
	1-5 employees	3	10	
<b>Added Administrative Responsibilities To be determined by Recreation Commission/ Council</b>	6-10 employees	6		
	Over 10 employees	10		
	3	15	15	
	6			
	9			
	12			
	15			

\*Budgets refer to all budgets you are in control of or responsible for.

\*\*Definition of Added Admin. Resp.: Any administrative services delivered to the community in addition to those outlined in your job description, (i.e.) secretary/treasurer to Arts Council, Economic Development, tourism, etc.

## Scoring Summary

CATEGORY	POINTS AWARDED
EDUCATION	
EXPERIENCE	
RESPONSIBILITIES	
<b>TOTAL SCORE</b>	

### RECOMMENDATION FOR PAY INCREASE:

Each year of successful performance and positive evaluation within the classification will move the candidate up one income level. In exceptional circumstances it may be possible to move up two levels in a year. Increases will be based on performance and merit

Based on the annual review, has the Recreation Professional:

Criteria	Yes	No
Fulfilled his/her obligations with respect to his/her job requirements.		
Accomplished the activities as outlined in the strategic plan.		
Has he/she maintained or expanded his/her qualifications within the job classification. (NOTE: based on improvements here, a classification review may be warranted and may move employee into next classification.)		
Wage Options: If all yes, recommend for 1 (or if extraordinary, 2 levels of wage increase. If one no, then wage remains the same. If two or more no, consider wage reduction and/or disciplinary action.		

### WESTMAN RECREATION PRACTITIONERS ASSOCIATION'S EMPLOYEE WAGE SCALE (2011)

Wage Matrix for 2011				
Year	Recreation Professional I 10-50	Recreation Professional II 51-100	Recreation Professional III 101-150	Recreation Professional IV 151+
Level 1	\$27,593.04	\$35,216.49	\$44,946.15	\$57,363.95
Level 2	\$28,972.69	\$36,977.31	\$47,193.46	\$60,232.15
Level 3	\$30,421.33	\$38,826.18	\$49,553.14	\$63,243.75
Level 4	\$31,942.39	\$40,767.49	\$52,030.79	\$66,405.94
Level 5	\$33,539.51	\$42,805.86	\$54,632.33	\$69,726.24

These wages are base wages and do not include any additional benefits such as medical plans, pension contributions, special training allowances, northern allowance, additional holidays or any other additional wages or contributions.

The wages are based on a standard work week of 37.5 hours and may need to be adjusted for longer work weeks or to adjust for hourly paid staff.

Your classification is dependant on an annual evaluation. Level advancement is dependant on an annual evaluation and combination of the two or to meet the cost of living increases

The cost of living increases is not included but should be reflected every year (wrpa to determine this yearly).

# Appendix E: Interviewing

## Questions Guidelines

The Canadian Human Rights Commission has developed the follow guidelines 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](http://www.chrc-ccdp.ca).

Manitoba: Interviewing Questions Guideline			
Subject	Acceptable Questions during Hiring Process	Questions to be Avoided	Acceptable After Hiring
<b>Name</b>	Previous name under which applicant has been educated or employed	Inquiry into previous name for purposes other than education or employment, e.g., maiden name.	
<b>Address</b>	Present address and length of residence in the province or country, previous address in Canada.	Inquiry into foreign addresses which may indicate national origin.	
<b>Age</b>	May ascertain if applicant is under the age of majority, or if the applicant is 16 years or under in accordance with The Employment Standards Act.	May inquire about age for purposes of employee benefit plans, income tax deductions, etc.	Request birth certificate or baptismal record or any other information regarding age.
<b>Sex</b>	For purposes of addressing the applicant, an inquiry as to whether the applicant is 'Mr., Miss, Mrs., Ms.' will be acceptable, provided it is clearly designated as 'optional'.	Request to indicate gender on the application form. Different application forms for males and females, e.g., filed separately, color-coded, computer coded, coded in any way.	
<b>Marital Status</b>	For purposes of addressing the applicant, an inquiry as to whether the applicant is 'Mr., Miss, Mrs., Ms.' will be acceptable, provided it is clearly designated as 'optional'.	Is applicant single, married, remarried, engaged, divorced, separated, widowed, living common law? Inquiries about applicant's spouse, e.g., 'Is spouse subject to transfer?'	May inquire about dependents for purposes of employee benefit plans, emergency contacts, etc.
<b>Family Status</b>	'Are you willing and able to travel or be transferred to other areas of the province or country?'	Number of children or dependents. Child care arrangements. Is applicant pregnant, on birth control or does person have future child-bearing plans?	May inquire about dependents for purposes of employee benefit plans, income tax deductions, etc.
<b>Birthplace Nationality Ethnic or National Origin</b>		Any inquiry as to birthplace. Applicant's nationality, or nationality of parents, grandparents, relatives, or spouse. Any other inquiry as to ethnic or national origin, e.g., birth certificate, mother tongue.	

Subject	Acceptable Questions Hiring Practices	Questions to be Avoided	Acceptable After Hiring
<b>Citizenship</b>	'Are you legally entitled to work in Canada?'	Questions about citizenship which would tend to divulge applicant's nationality, ethnic or national origin.	
<b>Military Service</b>	Prior <i>Canadian</i> military service.	Inquiry into <i>all</i> military service.	
<b>Race or Color</b>		Any inquiry which would indicate race, color, or complexion, including color of eyes, hair or skin.	
<b>Photographs</b>		Request photograph.	May be required for identification purposes.
<b>Religion</b>	Willingness to work shifts or required work schedule.	Willingness or availability to work on a specific religious holiday. Any inquiry that may reveal religious denomination, affiliation or preference. Church attended, religious holidays, customs observed or religious dress. Request reference or recommendation from pastor, priest, minister, rabbi or other religious leader.	May inquire about religion to determine when leave of absence might be required for religious observances.
<b>Political Belief</b>		Any inquiry as to political belief, affiliation or preference.	
<b>Education</b>	Academic, professional, vocational or technical schools attended, nature and level of education received.	Any inquiry pertaining to the dates of graduation from elementary or high schools.	
<b>Previous Experience</b>	Previous work experience.	Requiring 'Canadian experience' is considered to be discriminatory on the grounds of racial or ethnic origin.	
<b>Physical or Mental Handicap</b>	Has applicant any physical handicaps or health problems affecting the job(s) applied for? Physical handicaps or health problems that applicant wishes to be taken into consideration when determining job placement. <i>Note: While an inquiry into any physical handicaps or health problems affecting employment generally will not be considered unlawful, the alternatives suggested above are preferable. This is to discourage applicants from volunteering information on handicaps which may not be relevant to the job applied for and could possibly be used to discriminate.</i>	Request that applicant list all physical handicaps or health problems. (This might reveal handicaps or health conditions which are not necessarily relevant to job performance.)	



# Appendix F: Sample Employment Agreement

## AGREEMENT

BETWEEN

THE [REDACTED] RECREATION COMMISSION  
under the laws of the Province of Manitoba  
(hereinafter referred to as the "Commission")  
OF THE FIRST PART

AND

[REDACTED]  
of  
in the Province of Manitoba  
(hereinafter referred to as the "Employee")

OF THE SECOND PART

**WHEREAS** the Commission desires to engage the services of the Employee as its Recreation Director upon the terms and conditions herein contained;

**AND WHEREAS** the Employee desires to accept the Commission's engagement upon the terms and conditions herein contained;

**NOW THEREFORE** this Agreement witnesseth that the parties hereto, in consideration of the mutual covenants and agreements hereinafter set forth, covenant and agree with each other as follows:

## PART 1

### Position

1. The Commission appoints the Employee to the full-time position of Recreation Director of the [REDACTED] Recreation Commission.

### Recreation Director Responsibilities

2. The Employee shall well and faithfully perform all the duties of the Recreation Director (attached hereto as Schedule "A", "B" and Job Description) and such additional duties as may from time to time be prescribed by the [REDACTED] Recreation Commission.

### **Remuneration**

3. The Employee's employment by the Commission as Recreation Director, the Commission shall pay the employee the gross annual salary of [REDACTED] together with such benefits as are hereinafter set forth. There shall be a six month probationary period. If the Employee's performance is unsatisfactory during this six month probationary period, employment can be terminated with or without cause.
4. The Employee shall participate in all standard benefit plans as may be prescribed from time to time for the non-union employees, including but not restricted to:
  - a) Blue Cross Extended Health Plan (employee pays total cost)
  - b) Group Life Insurance Plan (cost shared)
  - c) Long-term Disability (employee pays total cost)
  - d) Group Registered Retirement Savings
  - e) MAST Pension Plan (upon completion of one year of employment)
5. The Employee authorizes the Commission to make all necessary payroll deductions and to convey all necessary confidential information for the Employee's participation in the above plans or in any other benefit agreement.

### **Associations and Continuing Education**

6. The Employee, at the expense of the Commission, shall attend such professional development courses and seminars as may be recommended or approved by [REDACTED] Recreation Commission at the expense of the Commission and as approved in the Annual Budget of the Commission.

### **Expense Allowance**

7. The Commission shall reimburse the Employee, as approved by the Commission, for all disbursements reasonably and directly incurred in the discharge of his duties under this agreement.
8. The Employee is entitled to use his own vehicle for the purposes of attending to normal Commission business and is to be reimbursed rates as otherwise established by resolution of the Commission.

### **Vacation, Statutory Holidays and Sick Leave**

9. The Employee shall be entitled to two weeks vacation with pay on completion of one year of service and three weeks vacation with pay on completion of three years of service.
10. The Employee shall be entitled to a paid statutory holiday for the following days:

New Year's Day	Good Friday	Victoria Day
Canada Day	August Civic Holiday	Labour Day
Thanksgiving Day	Remembrance Day	
Christmas Day	Boxing Day	

and any other days that are authorized by the Commission. Where a holiday falls on an assigned day of rest, an additional day off shall be granted, being either the Friday preceding or the Monday following the holiday.

11. The Employee shall be entitled to sick leave at the rate of one (1) day of sick leave for every nine (9) days of actual service with such sick leave accumulating to a total of 100 days.
12.
  - a) The Employee shall be granted up to a maximum of four (4) working days leave without loss of salary or wages in the case of death of a parent, child, spouse, sister, brother, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandparents, grandchild, common-law spouse or fiancé(e).
  - b) The Employee shall be granted up to a maximum of one (1) working day compassionate leave without loss of salary or wages in the case of a life-threatening illness of the employee's parent, child, spouse, sister, brother, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandparents, grandchild, common-law spouse or fiancé(e).
13. Nothing in this agreement shall prevent, limit or otherwise interfere with the right of the Commission to terminate the services of the Employee at any time, subject only to the provisions set forth in Clauses (15) and (16) below.
14. In the event that the Employee's employment as Recreation Director is terminated by the Commission prior to the expiry of this agreement (subject to Clause 3 above) for any reason, the parties mutually agree that the Employee shall be entitled to receive an amount equal to one (1) month of salary for each year of service by the Employee with the Commission in lieu of notice and the parties agree that this compensation is reasonable in all respects and that neither party shall have any claim against the other with respect to any additional notice or compensation.
15. Notwithstanding the foregoing, should the Employee be terminated from his employment for just cause, and in particular, without restricting the generality thereof, should the Employee commit any act of fraud or breach of trust with respect to his duties as Recreation Director during the term of his employment, then the Commission shall be entitled to terminate his employment forthwith and no compensation shall be payable to the employee after his employment is terminated.
16. The Employee acknowledges the right of the Commission to promote and support policies and procedures governing its employees and agrees to be bound by all such policies and procedures save and except where they specifically contradict the terms of this Agreement.
17. The Employee shall devote his full time and attention to the discharge of his duties under this Agreement in that he shall devote that amount of time and attention normally expected of the Recreation Director of a Recreation Commission. The Employee undertakes and agrees not to commence any employment for or with any other person during the term of this Agreement without the consent of the Commission of which approval should not be unreasonably withheld by the Commission. Notwithstanding the foregoing, the Employee may accept part-time engagements, to chair or present panels, seminars and speeches and to keep all fees and honoraria wherefrom, provided that he has received prior approval from the Commission as represented by the Chairman. The Employee acknowledges that this is a reasonable restriction on the part of the Commission.
18. The Employee acknowledges that any trade secrets or confidential information that he becomes aware of or develops in the performance of his duties under this Agreement shall be held by him in the strictest of confidence and not released without the express prior approval of the Commission. The Employee acknowledges that any benefits arising from the development of such trade secrets shall be the sole property of the Commission. The Employee further

acknowledges that this restriction is reasonable on the part of the Commission and shall survive the termination of this Agreement.

19. Any notice under this Agreement shall be deemed to be valid if given in writing and delivered by hand or 7 days after mailing as follows:

a) To the Commission

Name  
Address

b) To the Employee

Name  
Address

or such other residential address as the Employee shall provide by letter to the Commission through the Chairman.

20. The Employee acknowledges that his performance of the duties and obligations pursuant to this Agreement, is subject to written evaluation by the Commission on the following time frame:

6 months, 12 months, and annually after commencement of Agreement. The Commission will establish objectives which will be completed by the Commission.

21. It is acknowledged by the Commission that not providing the evaluations, scheduled in Clause 20 above, will be an acknowledgment of satisfactory performance by the Employee in the performance of the duties and obligations pursuant to this Agreement for the period immediately preceding the scheduled but unperformed evaluation.

22. This Agreement is not assignable, either in whole or in part.

23. This Agreement shall be governed by the laws of the Province of Manitoba.

24. This Agreement, Schedules "A" and "B" and the Job Description constitutes the entire Agreement between the parties and there are no other collateral representations or warranties.

**IN WITNESS WHEREOF** the Employee has hereunto placed his hand and seal and the Commission has hereunto affixed its seal as witnessed by the hands of its proper signing duly authorized in that behalf the day and year first above written.

SIGNED, SEALED AND DELIVERED

PER: \_\_\_\_\_  
Chairman

PER: \_\_\_\_\_  
[Redacted]

\_\_\_\_\_  
WITNESS as to the signature of

PER: \_\_\_\_\_  
[Redacted]

**DECLARATION OF OFFICE**

I, [Redacted], do solemnly declare;

1. That I will truly, faithfully, and impartially, to the best of my knowledge and ability, execute the office of the Recreation Director to which I have been appointed by the Commission.
2. That I have not received, and will not receive, any payment or reward, or promise of such, for the exercise of any partiality or malversation or other undue execution of that office.
3. And I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath by virtue of the Canada Evidence Act.

DECLARED before at the \_\_\_\_\_ in the Province of Manitoba this \_\_\_\_\_ day of \_\_\_\_\_, 20 .

\_\_\_\_\_  
Commissioner for Oaths in the  
Province of Manitoba

My commission expires \_\_\_\_\_

