

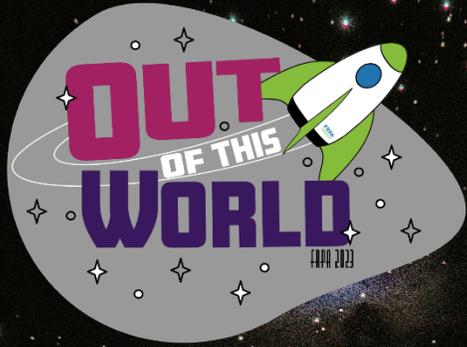
Welcome to the 2023 FRPA Conference!



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Building a Framework for Parks and Recreation Professional Development and Community





JKS J KARDYS
STRATEGIES



Jack Kardys

jkstrategiesllc@gmail.com

Austin Hochstetler, CPRE

austin@zeceightinsights.com

LEARNING OBJECTIVES

- We will be covering...
 - ✓ Park and human capital “systems” thinking.
 - ✓ How to align park systems and professional development.
 - ✓ What a strategic communication toolkit includes.



A Little About Us

Jack Kardys

- ✓ Former Miami-Dade County Parks and Recreation Director
- ✓ Former NRPA and FRPA Board Chair
- ✓ Current consultant and former FIU adjunct faculty

Austin Hochstetler, *CPRE*

- ✓ Helped World Urban Parks create an international certificate program
- ✓ Former IPRA Board member
- ✓ Current consultant





Systems Thinking

Human Capital and Broad Community
Inclusion and Access

CAPRA Accreditation

- National recognition
- 154 standards; designed to be rigorous
- Agency-wide cohesion approach



The Process

- Multi-year effort
- Group and individual cohesion
- Best practice creation, documentation, reinforcement (even if you never become accredited)



CAPRA Visitor

- Volunteer basis
- Review and determine eligibility for accreditation (or to retain accreditation)
- Learning and sharing approach (growth occurs on multiple levels)



Individual Credentials

- Certified Park and Recreation Executive (CPRE)
- Certified Park and Recreation Professional (CPRP)
- Certified Playground Safety Inspector (CPSI)
- Aquatic Facility Operator (AFO)
- International Society of Arboriculture (ISA) - various



Trending...

- Online university certificate programs
- PowerDMS professional certification
- IU Executive Development Program
- National Association of Park Foundations (NAPF) Park Foundation School



Go Back to “School”

- NRPA Directors School
- NRPA and IFEA Event Management School
- NRPA Maintenance Management School
- NRPA Revenue Development and Management School
- NRPA Supervisors’ Management School
- NRPA Sustainability Institute



So, What Do We Do?

We must understand a systems approach to human capital!





The Golden Thread

Aligning Park Systems and Professional Development

Organizational Behavior “*Systems Thinking*”



Creating and Sustaining a Culture of Performance Excellence

S4 + [(T + C) X E.C.S] D.E. = Results

Strategy/Standards/Structure/Systems + [(Talent + Culture) X Extreme

Customer Focus] X Disciplined Execution = RESULTS



Parks and Human Capital *“Systems Thinking”*

Strategy

Standards

Systems

Structure



Human Resources Operational Functions

Procure

- Job Analysis
- Recruitment
- Selection
- Placement
- Onboarding
- Transfer
- Promotion

Develop

- Performance Appraisal
- Training
- Career Planning
- Development
- Transition Planning

Compensate

- Evaluation
- Wages & Salary
- Bonuses & Incentives
- Payroll

Integrate

- Labor Relations
- Motivation
- Grievance
- Discipline

Maintain

- Health & Safety
- Risk Management
- Social Security
- Welfare
- Record Keeping

Key Human Capital System Elements Within Our Control

1. KSAs and Job Descriptions
2. Recruitment & Onboarding
3. Career Planning & Professional Development =
Succession Planning
4. Performance Appraisal
5. Promotion/Demotion
6. Organizational Culture



Talent, Culture, and Professional Development

- Finding talent internally or recruiting
- Maintaining it
- Growing it
- Cultivating it



Recruiting and Retaining

- What and who are we looking for?
- Where are we looking (internal/external)?
- What are we offering (salary/benefits)?
- How are we developing talent?
- How do we keep them on our team?
- Can we hire for remote work and/or outsource?



People – The Right People In The Right Seats

Workforce Essentials:

- Diversity in the workforce
- Emotional intelligence
- Problem-solving skills
- Aligning these Problem Solvers to the Problem Identifiers



K.S.A.s – Nature & Nurture

Performance = Ability

- Ability to do some task means that you can do it and have done it in the past.

Potential = Capability

- Capability to do a task is the potential to do it. Unrealized ability, realized through cultivation/training.



Extreme Customer Focus Abilities and Capabilities

John Spence



Reliability: The ability to provide what was promised on time, dependably, and accurately.



Professionalism: Highly knowledgeable, ethical, and honest employees who instill a sense of trust and confidence in the customer.



Empathy: Genuine care and concern for the complete satisfaction of the customer.



Responsiveness: Not just delivering prompt service but being proactive in anticipating the needs and concerns of the customer.



Problem Solvers: Willing and capable to solve even the most irrelevant or challenging problems posed by internal and external customers.

Standards and Competencies

- Social intelligence
- Problem-solving
- Conflict management
- Decision-making
- Setting and sharing a compelling vision
- Change management
- Innovation
- Entrepreneurship



- Interpersonal skills
- Emotional intelligence
- Coaching ability & trustworthiness
- Inclusiveness
- People management

- (Learning) Agility
- Industry expertise
- Managing yourself
- Courage
- Org citizenship behavior



Define Specific Best Practice Expertise to Accomplish Organizational Strategy

Create a checklist of KSAs for each:

- Operations – maintenance, programming, and enterprise
- Planning & Research – business strategy, Master Planning, etc.
- Administration – HR, Finance, OMB, contracts, and procurement
- Leadership/Management
- Construction
- IGA
- Marketing – SM, Adv, PIO
- Non-Profit and Volunteer Support
- Project Managers – matrix management



Where Do We Find the Talent We Need?

Internal

- Identify the KSAs to determine the profile of what we need and want.
- Staffing standards – efficiency.
- Comprehensive classification and compensation review – equity and market competitiveness.
- Evaluating through skills assessment, leadership testing, and performance review.

External

- Where will we look for talent?
- Identify criteria for ability and potential?



The Question

Are we Committed to growing our own or are we looking for the industry's best of the best?

Answer: Must be a *balance*





Give a man a fish and feed him for a day... OR, don't teach a man to fish and feed yourself. He's a grown man, and fishing's not that hard..."

Ron Swanson



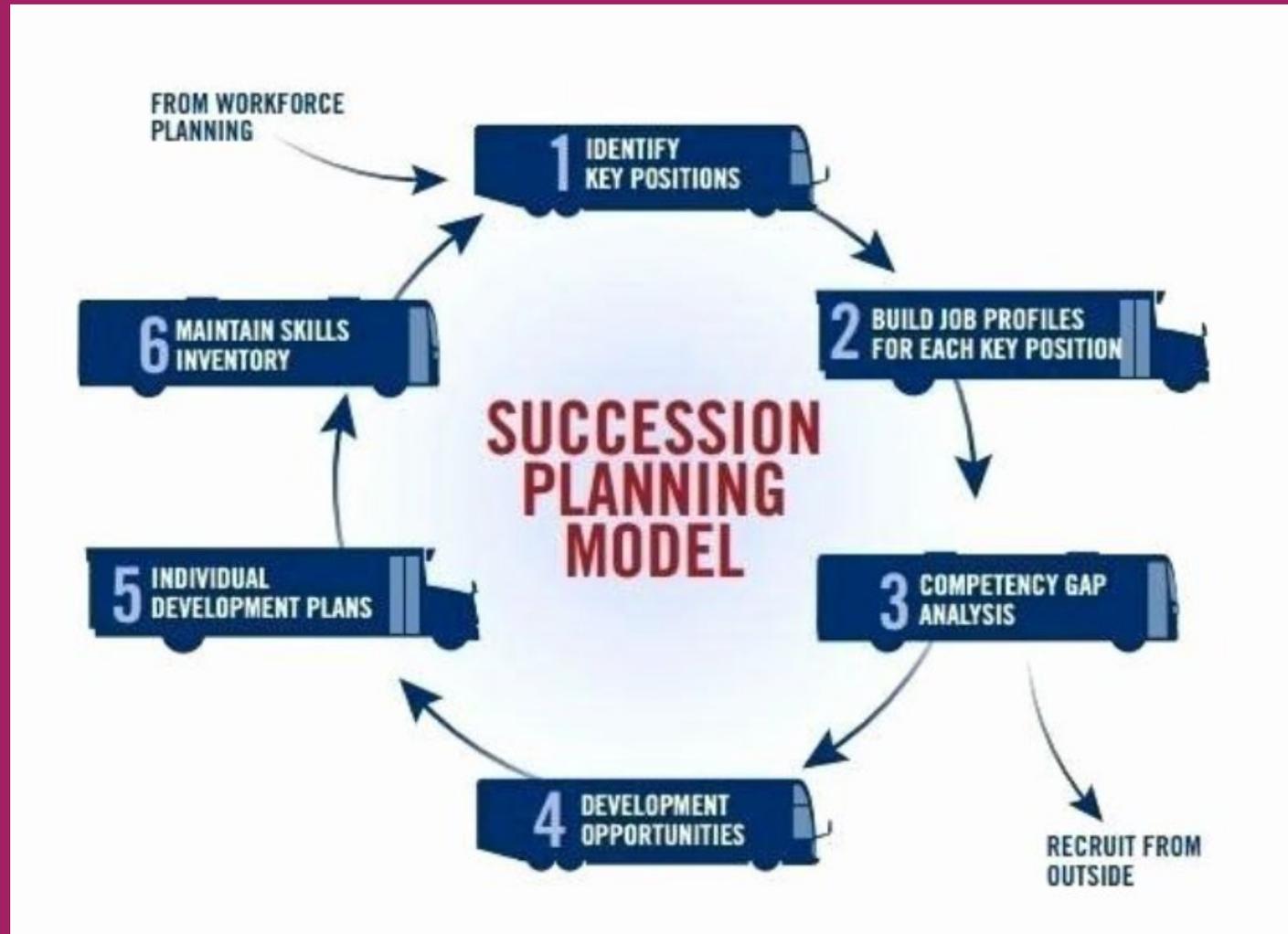
Professional Development Investment

Average Salary/Benefits investment = 70% of operating expenditure

In terms of 2022 allocation of learning and development budgets, *Training Magazine* said the following:

- 62.4 hrs. per employee spent in training annually (or 3% of total hours worked)
- \$1,207 spent per employee for training annually (50 staff X \$1207 = \$60,350)
- Increased scope of training programs – 70% (2022) vs. 59% (2021)
- Added training staff – 56% (2022) vs. 45% (2021)
- Increased number of learners served – 49% (2022) vs. 38% (2021)
- Purchased new technologies/equipment – 45% (2022) vs. 50% (2021)

Professional Development = Succession Planning



Skills Assessment and Management Review

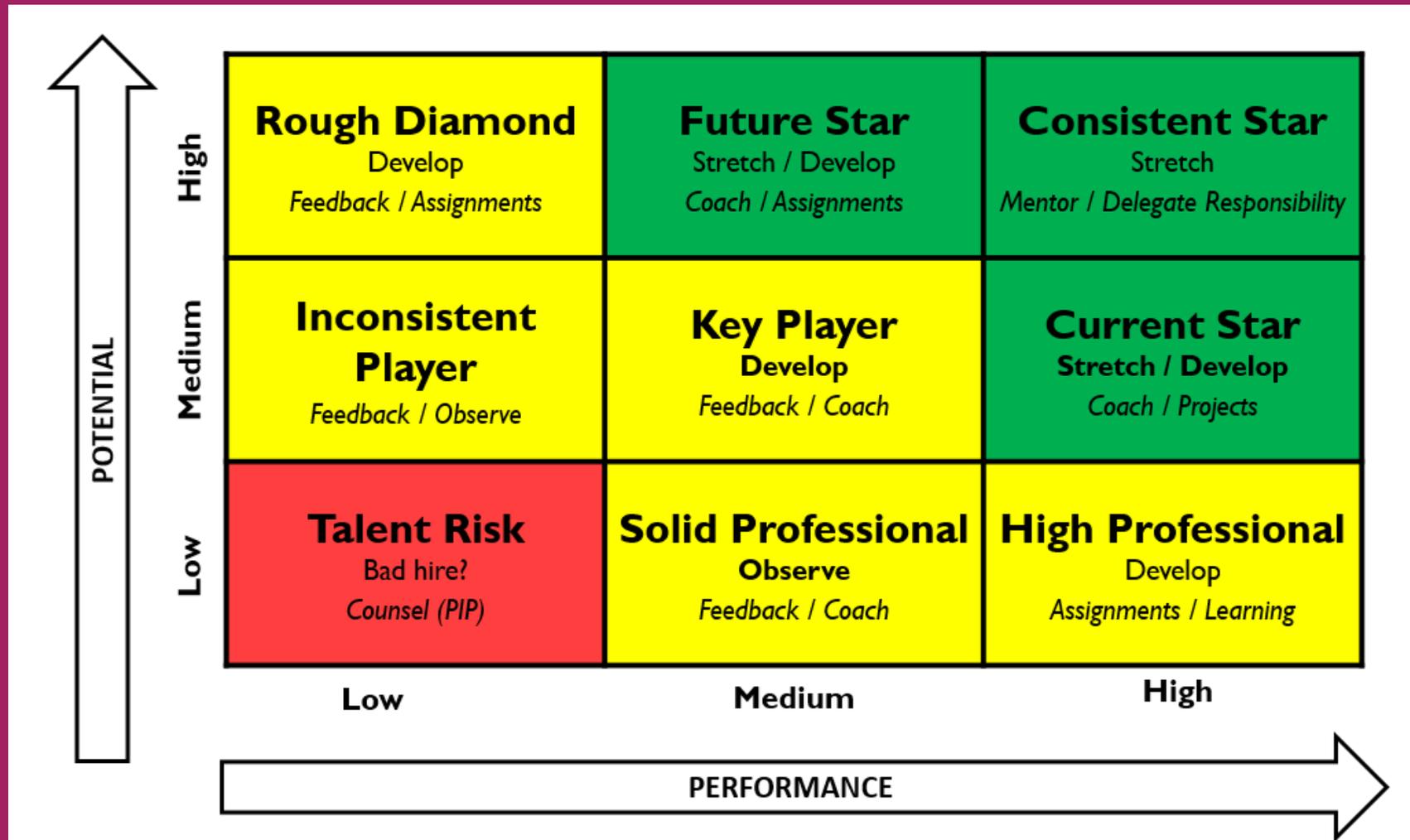
1. Leadership Profile and 16 Personality MBTI Assessment prior to interview.
2. Assemble interview panel of managers and HR professional; interview process is 45 minutes; establish scoring/evaluation criteria.
3. Administer written communications test, Excel Spreadsheet problem solving, and written park management competency test prior to interview.
4. Performance and potential ranking; review interview score, performance appraisals, leadership profile, and MBTI.
5. Utilize written tests and interview results for KSA Gap Analysis and to guide final prescriptive professional development curriculum and individual career planning.

How Do You Measure Potential?

Potential Dimensions	Personal Factors	Slow Potential	1	2	3	4	5	6	7	8	9	Fast Potential
Change Potential	Risk taking Experimenting Challenging	Risk reducing Pragmatic Careful										Bold Innovative Forthright
Intellectual Potential	Breadth of perspective Conceptual thinking Decisiveness	Focused Logical Considered										Broad Conceptual Decisive
People Potential	Emotional intelligence Social flexibility People regard	Detached Independent Conditional										Empathic Interdependent Unconditional
Motivational Potential	Self-belief Drive Resilience	Following Satisficing Emotionally reactive										Lead taking Striving to excel Emotionally stable



Reconciling Performance and Potential



Career Planning

Career/Future Plan

Who you are?

Analytical, driven, ambitious, perceptive, creative, enjoy working with numbers / money, inquisitive, systematic, disciplined

Education

A Levels – Maths, Chemistry, Physics
Masters – MChem
PhD – Computational Chemistry
MBA - Warwick

Employment etc

Sun Valley – factory operative
Exe Computers – owner/manager
Severn Trent Laboratories
- Analyst
- Team Leader
- Logistics Manager
E-Local Trading – Futures Trader

Personal preferences

Being involved in a competitive environment with opportunities for performance

Values

Maximise return on time, create efficiency, contribute to team objectives or perform as individual

Limitations

International experience, foreign language

My Goals:

Short Term

Work – Secure a position with opportunity for progression on demonstration of ability

Home – Visit brother in Canada. Support younger brother in developing surgery plans

Mid Term (2-5 yrs)

Develop into a senior role

Confirm commitment to long term relationship

Long Term >5yrs

Head business unit/venture

Support family situation

Current competencies, skills, knowledge, experience

Analytical, modelling, chemistry, logistics, systems, processes, project management, innovation
Interest rate futures markets, technical, fundamental, psychological
Management, property, trading, research, business improvement

Development needs and skills required for current job and future goals

Understanding of other investment techniques – to be satisfied by majoring in Finance during the MBA
Gain exposure to company strategy to add to day to day performance management experience and to lay foundation for more senior position
Participate in opportunities to create and develop new business units or entry into new markets.

Action Plan

Develop plan to utilise MBA placement as an opportunity to experience and demonstrate ability to potential future employers. Investigate trading availability in sectors other than banking e.g. EON, BP



Professional Development – Managers

- Establish a basic curriculum shared by both management and leadership.
- Attend FRPA State Association “Emerging Leaders” Leadership Academy.
- Cross-functional team assignments and specialized training.
- Teach them to teach; commit to academic presence in FRPA conferences and internal training programs.
- Assign mentor for role modeling.
- Require all external training to be summarized and delivered as a presentation to director/leadership.

Professional Development – Admins & Directors

- Shared curriculum.
- FRPA Abraham's Leadership Academy, then NRPA Directors School.
- Florida Governor's Sterling Council performance excellence conference.
- Teach at NRPA conferences and internal training programs (2 per year minimum).
- Assume teaching role at local Universities/Colleges (helps recruitment and provides regular updates of best practices to department leaders).
- Publish professional articles semi-annually.





Clear expectations and resourcing requires communicating what and how to meet expectations and providing the tools to succeed.

B=F/C Reinforcing disciplined, rigorous behaviors and performance.

Prioritize Staff Performance Evaluation

- Committing to accurate and unsparing evaluation (related to performance) and courageous conversation (including 360-degree evaluations for managers and leadership) is **essential**.
- Alignment of strategic business planning with individual employee performance requires frequent performance discussions.
- Goals and objectives are more likely to be met and likelihood of success will be greater by investing in an ongoing conversation with staff regarding their career.



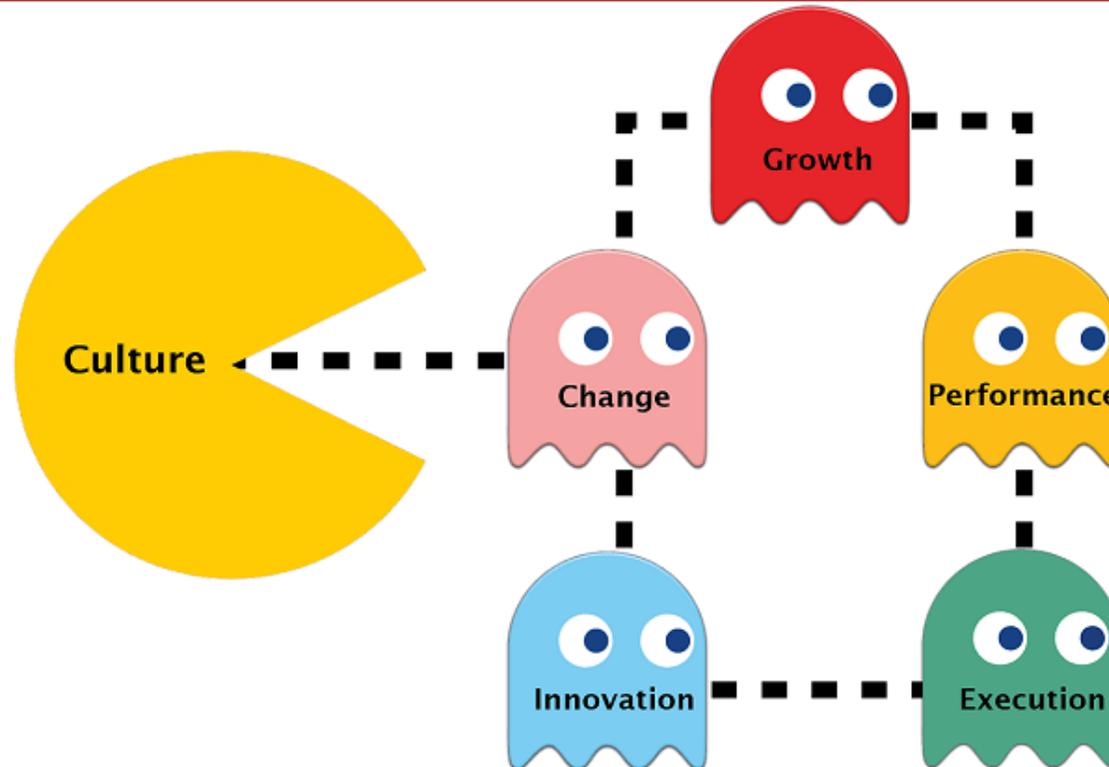
Summary of Internal Capacity Building Best Practices

- Comprehensive onboarding
- Career planning and professional development
- Formalized mentoring program
- Job rotation and shadowing
- Professional certification & FRPA/NRPA membership/participation
- Performance-based appraisal systems
- Exit interviews
- Formal succession planning



Organizational Culture

Organizational culture eats strategy for breakfast, lunch and dinner



Organizational Culture

“Customers will never love a company until the employees love it first.”

“We can’t all be good at everything. This is partly the logic behind having a team in the first place, so each role can be filled with the person best suited for that role and together every job and every strength is covered.”

“A team is not a group of people who work together. A team is a group of people that trust each other.”

“It’s better to have a great team than a team of greats...”

-Simon Sinek

Organizational Culture

Organizational culture is a system of unique shared assumptions, values, and beliefs, which governs how people behave in organizations.

Culture is the only sustainable competitive advantage that is completely within the control of the Organization!





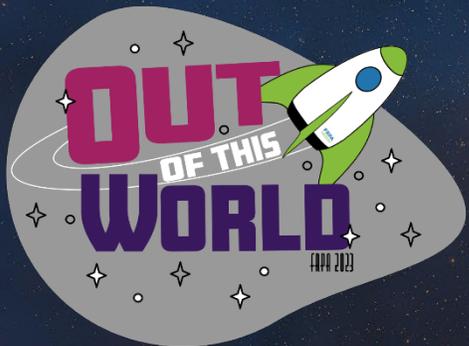
Strategic Communication

Using a Toolkit to Increase Understanding
and Build Advocacy

CHECK IN QR CODE

You will receive a QR code to place in your slide deck before you come to the Conference. This code should be placed within the last five slides of your deck; or last 15-20 minutes of your presentation.

Participants will scan the QR code with their phones to check in to the class. QR codes will be used to track attendance at your session.



Org. Culture Importance

- Talent attractor & retainer
- Engages people
- Creates energy and success
- Creates synergy & teamwork
- Changes the view of “work”
- Makes everyone more successful

**Where do
we begin?**



Must Understand Your Culture

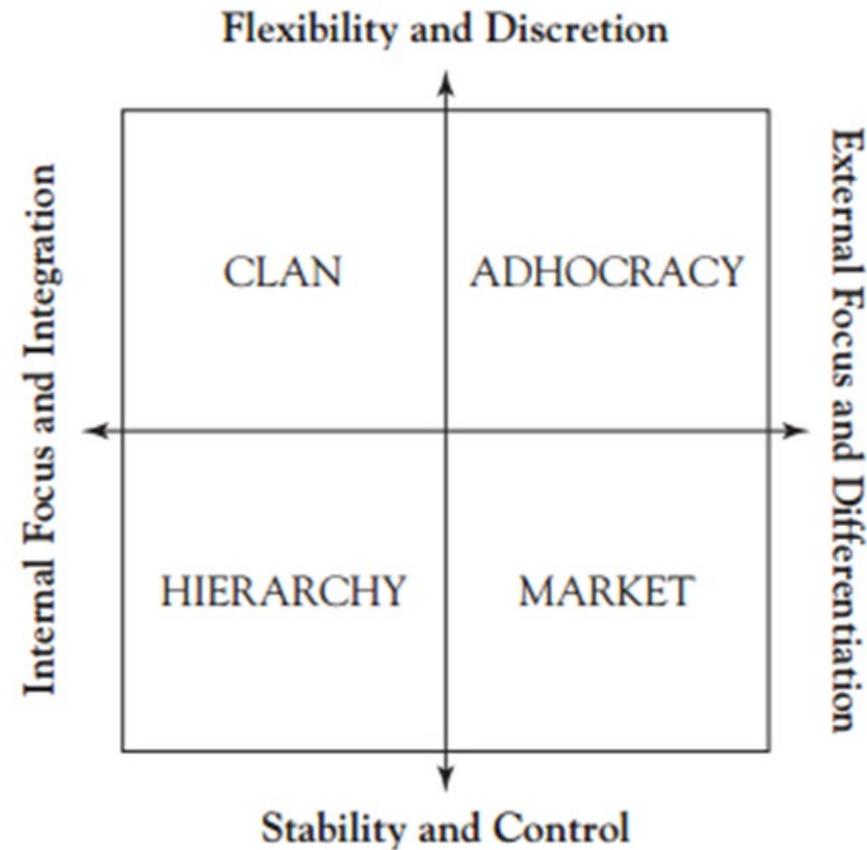
“We believe that it’s really important to come up with core values that you can commit to. And by commit, we mean that you’re willing to hire and fire based on them. If you’re willing to do that, then you’re well on your way to building a company culture that is in line with the brand you want to build.”

– Tony Hsieh, CEO, Zappos



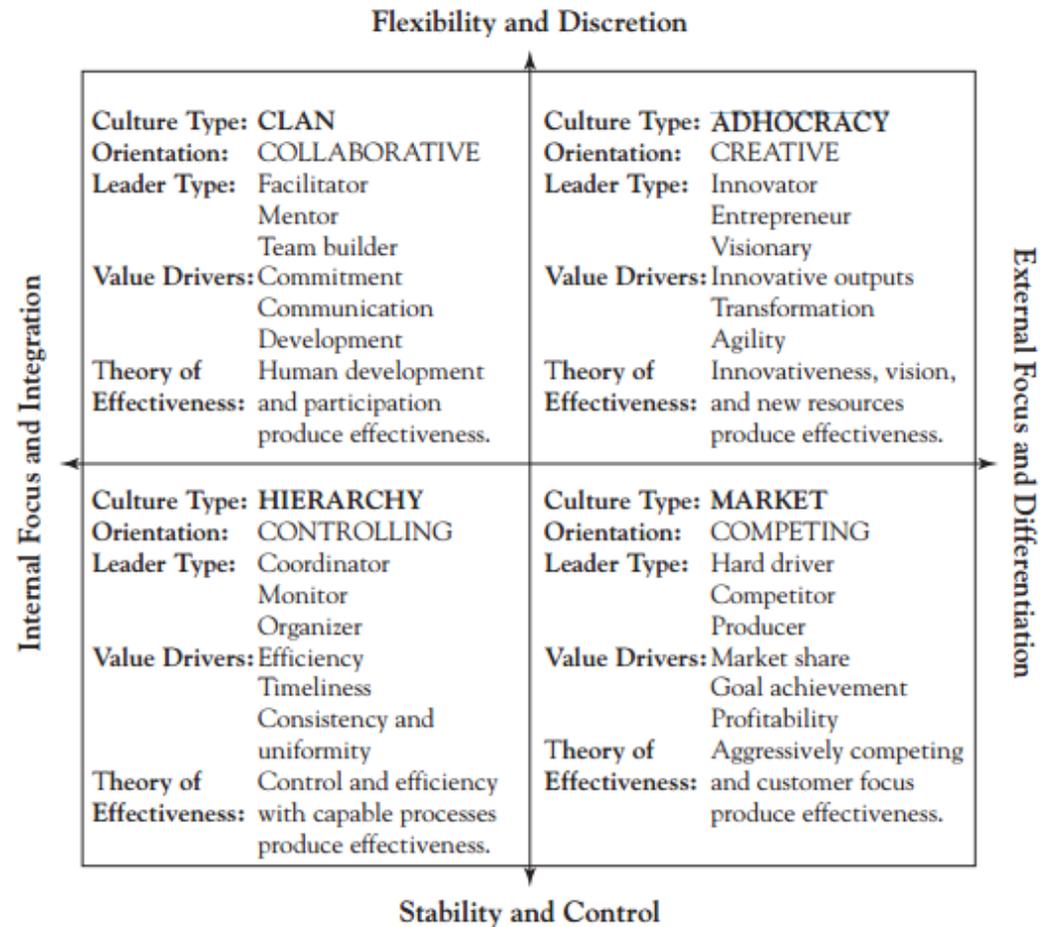
Assess Your Culture

Figure 3.1 The Competing Values Framework



Assess Your Culture

Figure 3.2 The Competing Values of Leadership, Effectiveness, and Organizational Theory



Six Steps to Influence or Change Culture

1. Identify current culture
2. Identify future/preferred culture
3. Determine what the change(s) mean and do not mean
4. Identify stories illustrating the future
5. Develop a strategic action plan
6. Implementation – *small wins, leadership implications, performance measures, and communication strategy*



Increasing Clan Culture

Means...

1. Survey and meet employee needs.
2. Promote teamwork and participation.
3. Support and recognize team players.
4. Foster better morale through empowerment.
5. Create higher levels of trust.

Does Not Mean...

1. Becoming undisciplined and overly permissive.
2. Perpetuating cliques jockeying for power.
3. One big “love-in.”
4. Only fostering an internal focus.
5. Freedom without responsibility.



Increasing Adhocracy Culture

Means...

1. Put enthusiasm back into the organization.
2. Encourage and celebrate risk taking.
3. Foster creative alternatives and innovation.
4. Make changes to the rule, not the exception.
5. Clarify a vision for the future.

Does Not Mean...

1. Running the organization with reckless abandon.
2. Disregarding your user-base requirements.
3. Missing goals.
4. The latest of everything.
5. Taking unnecessary and uninformed risks.



Decreasing Hierarchy Culture

Means...

1. Eliminate useless rules and procedures.
2. Eliminate unneeded reports and paperwork.
3. Eliminate micromanagement.
4. Remove unnecessary constraints.
5. Push decision making down.

Does Not Mean...

1. Loss of logical structure.
2. Elimination of accountability and measurement.
3. Elimination of production schedules.
4. Slack time schedules and responsiveness.
5. Taking advantage of the situation.



Decreasing Market Culture

Means...

1. Stop driving for numbers at all costs.
2. Focus on key goals.
3. Constantly motivate your people.
4. Adapt to human as well as market needs.
5. Remember that you still need to serve your market and perhaps make money.

Does Not Mean...

1. Ignoring the competition.
2. Missing stretch goals and targets.
3. Neglecting your user-base.
4. Missing your budget.
5. Stop looking at results.





Thank You!

Jack Kardys

jkstrategiesllc@gmail.com

Austin Hochstetler, CPRE

austin@zeceightinsights.com

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