



## City of Denton Parks and Recreation Department

901 Texas St., Suite A, Denton, TX 76209 • (940) 349-7275

**TO:** **Employee Name, Title**  
**FROM:** **Supervisor Name, Title**  
**CC:** **GARY PACKAN, PARKS AND RECREATION DIRECTOR**  
**DATE:** **JULY 1, 2022**  
**SUBJECT:** **JOB SUCCESS PROFILE**

We are all fortunate to work in a field that provides fun and joy into people's life. The service we provide on a daily basis allows families and visitors to Denton the ability to unplug from daily life challenges and recharge. Because of us, people can improve their physical, mental and social wellness and have access to play spaces.

While we create environments for people to play, we have a tremendous responsibility to provide safe places in a fiscally responsible manner. Our team must provide leadership that is clearly understood and to a point it is absorbed throughout the organization that we live and breathe the City's core values. It is our responsibility to set expectations and standards at all levels of the department. It can be delivering a presentation, maintaining a ballfield, designing a trail or implementing a summer camp program for local youth, everything we do supports the foundation for the quality of life in Denton. We need to maintain a high level of service to both the community and staff across the entire organization. While your primary responsibility is Parks and Recreation, you are also part of the City team that helps reduce litter, adds beautification, paves roads, etc. as a full-service city.

Our Parks and Recreation culture is clear. We work in a great industry that many would value to take our place. I look forward to coming to work daily making a difference for people. I expect that same from every employee within our team. This is not a lifestyle that you can go through the motions. It takes your energy and passion for Parks and Recreation to be effective in providing quality service. We are handed challenging opportunities. It is up to us to complete daily tasks or year-long construction projects in an efficient and effective manner. Our passion for our industry and work ethic will help build and maintain our culture.

In addition, our goal as leaders in Parks and Recreation is to create an environment where employees are not only properly trained and equipped, but also valued and trusted, enabling them to fully engage in our mission of UNITE, GROW and PLAY by delivering quality parks, facilities and programs to the community. As a team we must drive results, be resourceful, resilient and be business and organizational savvy. With your effort, the City of Denton Parks and Recreation Department can re-achieve the National Gold Medal Award and Texas Gold Medal Awards. In addition, we can attain CAPRA Accreditation and



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exceed national standards on accessibility to parks. While these are critical actions in measuring our success, we also need to be viewed by our residents, peers and peer agencies as leaders in Parks and Recreation.

This kind of a culture does not just happen, and it cannot be sustained by a single person. In fact, culture is defined by the worst behavior that the organization's leaders are willing to tolerate. Going forward, I will not accept anyone in a position of management in Park and Recreation who is not actively developing and practicing the leadership competencies I have outlined in this document. With this understanding, I am asking you to put together a personal leadership plan. This plan should include specific details about:

- How you are going to personally conduct yourself as a leader, and how others will be able to recognize if you are successful or not.
- How you will address the deficiencies/areas for improvement identified in this document.
- How you are going to work with your staff to meet these expectations.
- How you are going to work with your peers and manager(s) to meet these expectations.
- What steps you will take to make this action plan a reality.

Thank you for the work you do every day in helping be the best Parks and Recreation Department!

Gary



## JOB SUCCESS PROFILE COMPETENCY REQUIREMENTS Staff Member, Title

<b>Reports to:</b>	Supervisor name
<b>Dept/Division:</b>	
<b>Date:</b>	7/1/22

#	Competency
1	<p><b>Core Values</b> – Fiscal Responsibility, Integrity, Transparency, Inclusion and Outstanding Customer Service are fundamental beliefs of the organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. They also drive the vision and purpose of the organization, painting a compelling picture of the vision and motivates action.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Understand what these core values mean and how they relate to your position</li> <li>• Help educate all levels of staff on core values; articulate the vision in a way everyone can relate</li> <li>• Carry the message about the direction of the city and department and create energy and optimism for the future</li> <li>• Attend Employee Forums to be engaged in City activity</li> <li>• Learn and assist in implementation of the strategic plan; talk about future projects, organizational change, and vision in a positive way</li> <li>• All staff may not be driving the bus but they are helping guide it</li> <li>• Expectations are high, we all need to be pulling in the same direction</li> </ul>
2	<p><b>Customer Focused</b> – Customers’ needs are made a priority. Builds strong customer relationships and delivers customer-centric solutions. Gains insight into customer needs and identify opportunities.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Embed customer-thinking at every level: stand in your own line to evaluate service and improve customer experience</li> <li>• Be quick to respond to inquiries, questions, and complaints; if you can’t help them, find the right person who can and directly connect them</li> <li>• Stay engaged with their customers beyond surveys and statistics</li> </ul>



	<ul style="list-style-type: none"> <li>• Go the extra mile to take care of a customer</li> <li>• Use positive language and show empathy; when you can't tell a customer what they want to hear, concern and understanding goes a long way towards a better outcome</li> </ul>
3	<p><b>Action Oriented</b> – Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Readily take-action on challenges, without unnecessary planning</li> <li>• Don't wait to be told what to do</li> <li>• If you see it, you own it. Don't leave problems for others</li> <li>• Identify and seize new opportunities</li> <li>• Display a can-do attitude in good and bad times</li> <li>• Step up to handle tough issues</li> <li>• Find your place and make a difference</li> <li>• Identify ways to improve the organization that are outside of your core job description</li> </ul>
4	<p><b>Ensures Accountability</b> – Holding self and others accountable to meet commitments.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Follow through on commitments and makes sure others do the same</li> <li>• Act with a clear sense of ownership</li> <li>• Take personal responsibility for decisions, actions, and failures. Own your mistakes, admit, fix, learn, move on</li> <li>• Establish clear responsibilities and processes for monitoring work and measuring results</li> <li>• Design feedback loops into work</li> </ul>
5	<p><b>Commits to Teamwork</b> – Building partnerships and working collaboratively with others to meet shared objectives.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Work cooperatively with co-workers and other City staff to achieve shared objectives and place the needs of the customer first</li> <li>• Identify and recognized stakeholders / affected areas on projects and seek their input</li> <li>• Represent own interests while being fair to others and their areas</li> <li>• Share information with other staff members and respond promptly and professionally to co-workers</li> <li>• Credit others for their contributions and accomplishments</li> <li>• Celebrate our successes</li> <li>• Refrain from workplace gossip, drama, negativity, rumors and other time-wasting activity</li> </ul>



6	<p><b>Solution-Oriented</b> – Handling conflict situations effectively, with minimum noise.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Step up to challenges and conflicts, seeing them as opportunities</li> <li>• Replace “can’t” with “how”</li> <li>• Work out tough agreements and settles disputes equitably</li> <li>• Facilitate breakthroughs by integrating diverse views and finding common ground or acceptable alternatives</li> <li>• Brings stakeholders to the table for out of the box thinking to form solutions</li> <li>• Guides staff through roadblocks to accomplish goals</li> </ul>
7	<p><b>Develops Talent</b> - Developing people to meet both their career goals and the organization’s goals.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Place a high priority on developing others</li> <li>• Develop others through coaching, feedback, exposure, and stretch assignments</li> <li>• Align employee career development goals with organizational objectives</li> <li>• Encourage people to accept developmental moves</li> <li>• Provide guidance and management of staff to help them be successful</li> <li>• Produce quality and on-time evaluations for all direct reports</li> <li>• Be engaged in industry associations and conferences in order to improve educational knowledge</li> <li>• Attain and maintain a certification(s), such as, but not limited to CPRE, CPRP, AFO, CPSI, that is associated with your position within the department and organization</li> </ul>
8	<p><b>Values Differences</b> – Recognizing the value that different perspectives and cultures bring to an organization.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Seek to understand different perspectives and cultures</li> <li>• Contribute to a work climate where differences are valued and supported</li> <li>• Apply others’ diverse experiences, styles, backgrounds, and perspectives to get results</li> <li>• Is sensitive to cultural norms, expectations, and ways of communicating</li> <li>• Identify ways to improve the organization that are outside of your core job description</li> </ul>
9	<p><b>Communicates Effectively</b> – Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.</p> <p>Someone who is skilled in this will;</p>



	<ul style="list-style-type: none"> <li>• Be effective in a variety of communications settings: one-on-one, small and large groups, or among diverse styles and position levels.</li> <li>• Attentively listens to others and seeks to understand</li> <li>• Adjust communication style to fit the audience and the message</li> <li>• Provide timely and helpful information to others across the organization</li> <li>• Encourage the open expression of diverse ideas and opinions</li> </ul>
10	<p><b>Demonstrates Self-Awareness</b> – Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Reflect on activities and impact on others</li> <li>• Proactively seek feedback without being defensive</li> <li>• Is open to criticism and talking about shortcomings</li> <li>• Admit mistakes and gains insight from experiences</li> <li>• Know strengths, weaknesses, opportunities, and limits</li> </ul>
11	<p><b>Situational Adaptability</b> – Adapting approach and demeanor in real time to match the shifting demands of different situations.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Pick up on situational cues and adjusts in the moment</li> <li>• Readily adapt personal, interpersonal, and leadership behavior</li> <li>• Understand that different situations may call for different approaches</li> <li>• Can act differently depending on the circumstances</li> <li>• Ability to shift gears and adapt as projects and programs are re-directed with a positive outlook</li> </ul>
12	<p><b>Cultivates Creativity and Innovation</b> – Ability to turn new and imaginative ideas into reality and success.</p> <p>Someone who is skilled in this will;</p> <ul style="list-style-type: none"> <li>• Develop useful ideas that are new, better, or unique</li> <li>• Introduce new ways of looking at problems</li> <li>• Take a creative idea and put it into practice</li> <li>• Support a creative environment that encourages “out-of-the-box” thinking</li> <li>• Realize life requires daily acts of ingenuity and novel workarounds, so be ready to shift gears</li> <li>• Ability to change up one's normal routine and step outside of typical comfort zones</li> </ul>



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### Non-Negotiables

We will:

- Act with a sense of urgency, be responsive, and take ownership for our actions.
- Practice humility, civility, and self-reflection; personal ego must not get in the way.
- Understand that everyone has an important role in the organization.
- Not use past experiences as something to hinder future progress; reject “this is how we’ve always done it”.
- Share ideas and lessons learned.
- Be adaptable to a changing work environment.
- Continue to embrace the evolving nature of our work and process improvements
- Operate outside of our comfort zone to learn, grow, and develop
- Collaborate with others. Understand that regardless of our role or respective division, we are all one team and must make every effort to collaborate.
- Put work first, but know that fun builds the team.
- Unite, Grow, Play!

Supervisors and Coordinators of the Parks and Recreation Department are expected to exhibit these key competencies and non-negotiables as described above.

I agree that the above Job Success Profile will support my personal development as well as help lead the department and City as a whole. With this support, I will help make the Parks and Recreation Department a great place to work, provide an environment for the enjoyment of residents and help lead the organization to be the best in the industry.

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Manager Signature

\_\_\_\_\_  
Date



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**Employee Progress Report:**

<b>Section I: City-Wide Items</b>	<b>Example for Others</b>	<b>Solid Performance</b>	<b>Would Like You to Focus On</b>
Behaves in a manner consistent with the City's mission, vision, values, policies, and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is viewed as a person of integrity by co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is professional, courteous, and service-oriented. Demonstrates respect for others and their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follows through with tasks and responsibilities in an appropriate and timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receptive to change, shift direction or focus. Willing to take on additional tasks or assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains regular and punctual attendance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willing to accept responsibility for their actions. Receptive to feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willing to take direction from management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practices effective/active communication (Listens with intent to understand and shares information respectfully and appropriately).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Instructions:** Using the "Career Conversations" document below as a guide, discuss with the employee their current aspirations. After discussing with the employee, check the box that most closely reflects their current mindset:

- Content with Current Position
- Want More from Current Role
- Want to Explore Possible Opportunities (Within or outside of Department)
- Want Something Different
- Thinking of Leaving the City





**Leadership Plan Outline**

Below is a brief outline that should be used as a framework in the Leadership Plan. Please provide anticipated completion dates if applicable.

- Projects (1-2 items)
- Organizational Developments (2-3 items)
- Self-Development (1 item)

I have outlined a few tasks that I would like you to accept for the upcoming fiscal year as part of your Leadership Plan.

**Projects**

**Goal 1**

- 

**Goal 2**

- 

**Organizational Development**

**Goal 1**

- 

**Goal 2**

- 

**Goal 3**

- 

**Personal Development**

**Goal 1**

- 

**Goal 2**

-