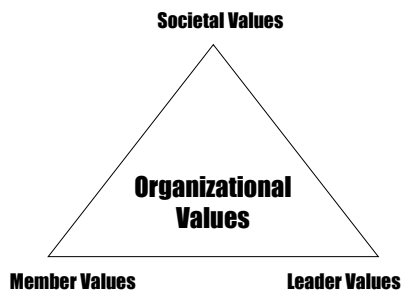


How do you know what you want to be, if you don't know who you are?

Values

- What it is we strongly believe about who we are and what we do
- A set of core beliefs around which an organization can be said to focus its energy.
- Who the organization is
- Describe what is important to the organization



Member Values

(Employee Values)

- Values of employees
- How we act
- What we are willing to do for customers
- Drawn to company because of its values
- If in conflict, individuals usually do not stay in the organization

Leader Values

- Typically have the most impact on the organizational value system
- Reflection of individual leader's perspective
- Done at expense of members' values and societal values
- This is changing; leaders are only one source of values in an organization

Societal Values

(Community, Customer & Broader Societal Values)

- Especially important in public organizations
- As societal values change, so must the organization's...if the organization does not change, they fail to serve the community
- Each community is different

Observations About Values

- Values are mirrored in our actions
- We learn by example & experience
- Values are deeply rooted
- Values change as we change
- Values require frequent & diligent attention
- Basic values can be altered

An Example

As a program area within the Dept. of Campus Recreation at the U. of Mississippi, the Ole Miss Intramural Sports and Sport Clubs Program values:

- The provision and use of quality recreational facilities and equipment
- A commitment to quality customer service and a "customer-first" attitude
- Opportunities for student leadership and development through "student-lead, student run" programming
- Recreational Sports programs which ensure safety, integrity and fair play for all participants
- Equal opportunities for participation regardless of skill level ability, gender, race or other personal characteristics

Another Example

Hilltop Garden & Nature Center Values:

Help the community nurture and encourage an increased environmental awareness and ethic by:

- Encouraging healthy ways of living
- Honoring the input & fostering the involvement of youth in the community
- Promoting skills through hands on learning
- Fostering individual and cooperative responsibility

The Last Example

The membership of NRPA is dedicated to achieving this mission with commonly held values and beliefs. We believe that parks and recreation:

- Enhances the human potential through the provision of facilities, services, and programs that meet human emotional, social and physical needs
- Articulates environmental values through ecologically responsible management and environmental education programs
- Promotes individual and community wellness to enhance the quality of life for all citizens
- Utilizes holistic approaches to promote cultural understanding, economic development, family unity, and public health and safety, by working in coalitions and partnerships with allied organizations
- Facilitates and promotes the development of grassroots, self help initiatives in communities across the country

Having a Vision

"The best coaches know what the end result looks like, whether it's an offensive play, a defensive coverage, or just some area of the organization. If you don't know what the end result is supposed to look like, you can't get there. All the teams do basically the same things. But, the bad coaches don't know what the hell they want. The good coaches do."

Vision

“A vision articulates a view of a realistic, credible, desirable, positive future for the organization – a condition that is better in some way than what now exists.”

Vision

- Focuses on the future
- Achievable ideal
- Act of extreme creativity
- See what others don't see
- Imagine what extraordinary feats are possible

Vision – 4 parts

- Future orientation
- Image
- Ideal
- It is uniqueness

Visions....

- What should our future look like
- What kind of workplace do we want
- What will be important about what we do
- Who will be our customers
- What will make us unique

Functions Managers should pursue to promote vision

- Written vision statement
- Review policies, procedures & methods
- Ensure customer interpretation of vision
- Managers interpret vision to staff
- Goals & objectives tied to vision
- Evaluate achievement of goals & objectives
- Accountability system
- Use vision statement to guide

Hilltop Garden & Nature Center

Imagine a garden rooted in and nurtured by the community. Imagine a place where people of all ages flock to enrich their lives through sharing in environmentally responsible gardening, environmental education and community involvement. Imagine Hilltop.

Skokie Park District

Looking Towards the Future!

The Skokie Park District will continue to uphold its longstanding promise to enhance the quality of life and provide varied leisure opportunities. We are proud of our accomplishments and are committed to providing the best recreational programming and park sites to those who deserve it most — our residents.

Mission

Recap

- Values - Who are we
- Vision - Where are we going
- Mission - What business are we in; how do we achieve the vision?

Mission Statement

- An extension of the values and vision statements
- Addresses the issue of processes
- Answers 3 questions:
 - Who are our customers
 - What services do we provide
 - How do we provide them



Who are our customers

- The "who" is usually a broad view of clientele
- Not a narrow focus on specific individuals
- MUST define, otherwise you face the challenge of trying to "be all things to all people"

What Services Do We Provide?

- **NOT** an extensive listing of all services provided
- Broad interpretation of types or ideals of program and service areas
- You cannot be "all things to all people"

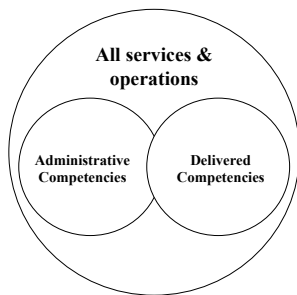
How do we provide them

- **Delivered Services**
 - Event planning
 - Program development
 - Delivery and evaluation
 - Volunteer services
- Based on core competencies

Core Competencies

- Those skills present or developable upon which the organization bases its operations and services and from which it creates its desired future.

Core Competencies



Core Competencies Example

Administrative Competencies	Delivery Competencies
✓ Payroll	✓ Event Planning
✓ Reports	✓ Public Relations
✓ Internal Communications	✓ Customer Services
✓ Contract management	✓ Program Development
✓ Accounting & Finance	✓ Program Evaluation

Illinois Park & Recreation Association

- It is the mission of the Illinois Park and Recreation Association to provide opportunities that enhance the professional well being of its members and to be an advocate for the lifetime benefits of parks, recreation and conservation.

Elmhurst Park District

Lifetime enjoyment

Skokie Park District

The Skokie Park District dedicates itself to providing the highest quality park system, recreational facilities, leisure services and related social programs for residents of all ages and cultural origins. We will focus our efforts to meet these needs through cooperation, sound financial management, and creativity in programming and services. The Skokie Park District has the unique advantage of building on a historical foundation of quality and community satisfaction and is committed to being the finest park district on the North Shore.

NIRSA

The mission of the National Intramural-Recreational Sports Association is to provide for the education and development of professional and student members and to foster quality recreational programs, facilities and services for these diverse populations. NIRSA demonstrates its commitment to excellence by utilizing resources which promote ethical and healthy lifestyle choices.

Policy

- A course of action that guides human behavior
- Formal Policy – usually written documents, delineate the purpose, aims, goals, objectives, principles, procedures & rules that provide direction to individuals within the organization
- Informal Policy – consists of norms, mores, and customs present within an organization affect individual & collective behavior.

Characteristics of Successful Policies

- Flexibility
- Comprehensiveness
- Coordinative
- Ethical
- Clarity

Types of Policies

- Major
- Secondary
- Functional
- Minor
- Procedures & Standard Operating Plans
- Rules