



Planning for Career Advancement

WISCONSIN PARK & RECREATION ASSOCIATION
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Megan H. Owens, Ph.D.
WESTERN ILLINOIS UNIVERSITY |
DEPARTMENT OF RECREATION, PARKS & TOURISM ADMINISTRATION

SECTION A: PERSONAL ASSESSMENT

Current View	
Title	
Responsibilities	
List current credentials you currently possess.	
What do you like about your position?	
What do you dislike your position?	
What do you want to do more of in the future?	
What do you want to do less of in the future?	

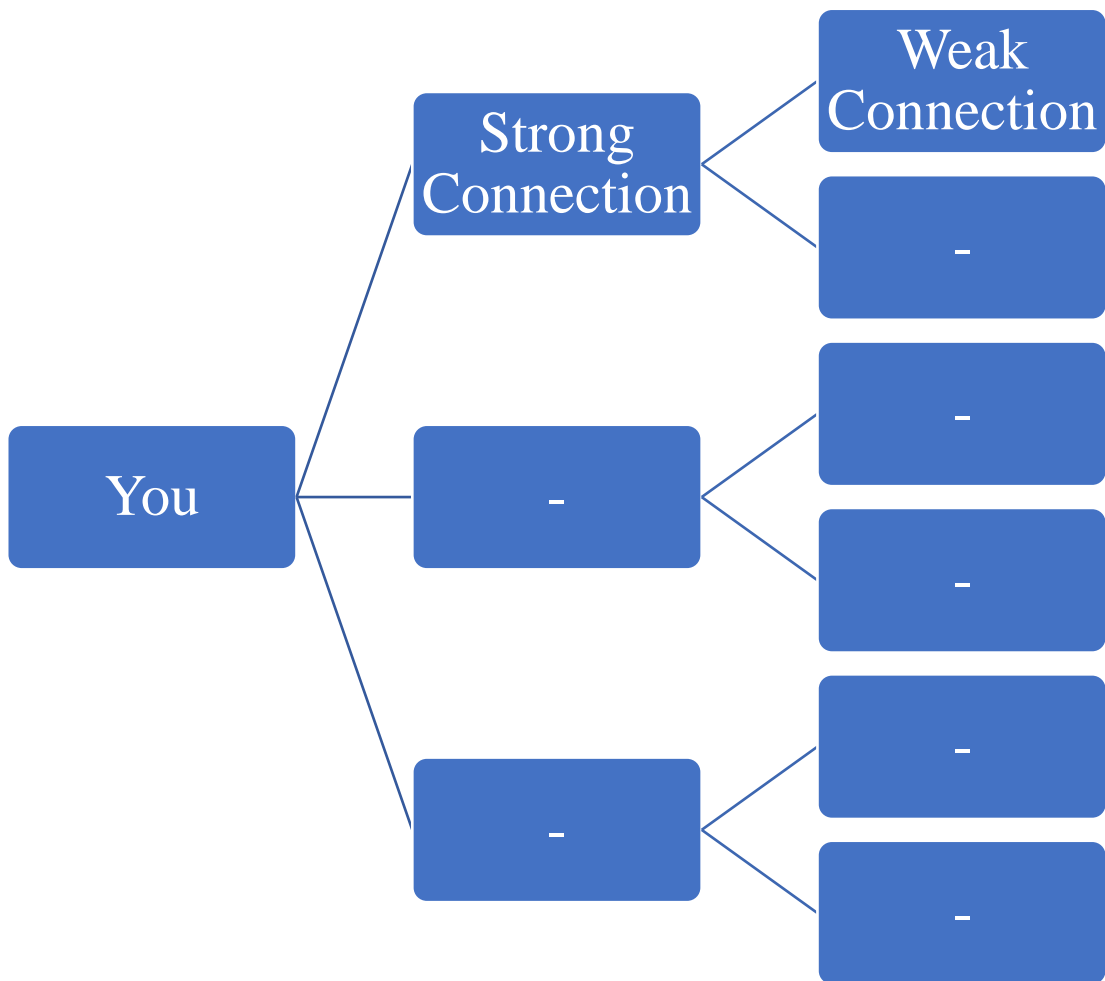
What is important to you? (professionally or personally)

Future View	
What is your career goal position?	
What is the focus of this position?	
What do you still want to be able to do while pursuing this career goal?	

SECTION B: BUILDING YOUR BRAND & NETWORK

Personal View	
What are your strengths?	
What are areas for improvement?	

Professional Connections



SECTION C: CAREER GOALS

Where do you network currently?	New Opportunities to Pursue

Making Connections: Who can you call on?		
Name	Agency	Email
Megan Owens	WIU – RPTA	mh-owens@wiu.edu

Short-term Career Goals (within 3 years)	
Area of Interest/Position Title	Competencies/Skills/Knowledge (<i>i.e. Areas to enhance</i>)

Medium-term Career Goals (3-7 years from now)	
Area of Interest/Position Title	Competencies/Skills/Knowledge (<i>i.e. Areas to enhance</i>)

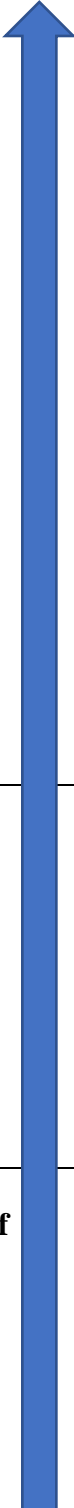
Long-term Career Goals (8+ years from now)	
Area of Interest/Position Title	Competencies/Skills/Knowledge (<i>i.e. Areas to enhance</i>)

SECTION D: ACTION PLANNING

Setting Your Target			
Development Target (Competencies/ Skills/ Knowledge)	Performance Goal (What do you need to do to obtain?)	Development Support (Who/what is needed to make happen?)	Professional/ Personal Goal (What position does this support?)

Note: Be sure to consider the time commitment, organizational approvals, and individuals that can assist you in that pursuit.

APPENDIX: CAREER TRAJECTORY

Position	Relevant Competencies for Position
Executive Director/Director 	<ul style="list-style-type: none"> • Hiring/Firing Practices; delegation techniques; personnel policy development; inclusive work environment strategies • Election process; policy-making responsibilities; education; board meeting management • Employment law; tax compliance; land acquisition; litigation process • Tax levy; cost controls; appropriation ordinances; annual budget development • Advocacy; donor identification; donor communication; capital campaigns; foundation boards; acquiring grants; developing partnerships • Bidding process; RFP & RFQ • Plan development; facility design standards; cybersecurity; financial security; park property access; equipment safety; playground safety • Short/long -term goal setting; stakeholder engagement; evaluation • ADA compliance; universal design; capital improvement plan; park designs; playground design; open space land management • External communication; internal communication; news media; community liaison skills • Training; goal setting; career coaching; mentoring; supervision; staff evaluation; building effective teams
Deputy Director	<ul style="list-style-type: none"> • Hiring/firing; delegation techniques; personnel policy development; inclusive work environment strategies • Election process; policy-making responsibilities; education; board meeting management • Employment law; tax compliance; land acquisition • Tax levy; cost controls; appropriation ordinances; annual budget development • Bidding process; RFP; RFQ • Short/long-term goal setting; career coaching; mentoring; supervision; staff evaluation; building effective teams
Director/ Superintendent of Recreation	<ul style="list-style-type: none"> • Hiring/firing; delegation techniques; inclusive work environment strategies • Short/long-term goal setting; stakeholder engagement; evaluation • External communication; internal communication; marketing material design; social media platforms & use; news media • Training; goal setting; career coaching; mentoring; supervision; staff evaluation; building effective team • Recruitment; training; monitoring/supervision; releasing/firing; volunteer screening practices

Director/ Superintendent of Parks & Facilities	<ul style="list-style-type: none"> • Bidding process; RFP; RFQ • Play development; facility design standards; park property access; equipment safety; playground safety; shot/long-term goal setting; evaluation • ADA compliance; universal design; capital improvement plan; park designs; playground design; open space land management • Training; goal setting; career coaching; mentoring; supervision; staff evaluation; building effective teams
Director/ Superintendent of Finance/Business Services	<ul style="list-style-type: none"> • Hiring/firing practices; management of personnel records; personnel policy development; inclusive work environment strategies • Employment law; tax compliance • Tax levy; cost controls; appropriation ordinances; annual budget development • Bidding process; RFP; RFQ • Short/long term goal setting; stakeholder engagement; evaluation • Training; goal setting; career coaching; mentoring; supervision; staff evaluation; building effective teams
Recreation Program Manager	<ul style="list-style-type: none"> • Training; goal setting; supervision; staff evaluation; building effective team • Training; monitoring/supervision
Parks Manager/Supervisor	<ul style="list-style-type: none"> • Management of personnel records; delegation techniques • Cost controls • ADA compliance; park designs; playground design • Park property access; equipment safety; playground safety • Training; goal setting; supervision; staff evaluation; building effective teams
Facility Manager	<ul style="list-style-type: none"> • Training; goal setting; supervision; staff evaluation; building effective team • Training; monitoring/supervision

Note: Competencies identified through research conducted with Illinois Park and Recreation Association (2018) professionals representing executive level positions in the following types of agencies: park district; park and recreation department; special recreation associations; forest preserves and conservation districts.