

## **Groveport Recreation Center Aquatic Department Review**

Due to recent conversations and discussions the following items were requested for discussion:

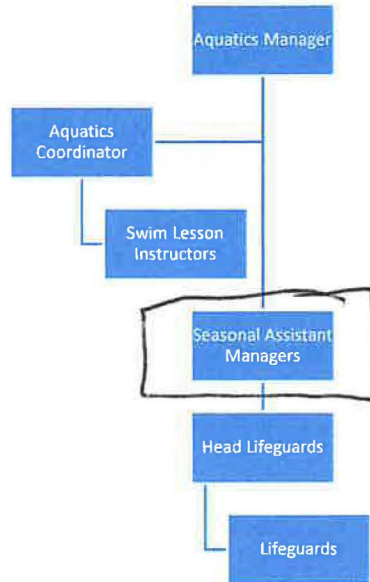
- A review and comparison of our Outdoor Aquatics Center employee's rates of pay with other similar communities/facilities.
- A review of the staffing for the Outdoor Aquatics Center.
- Review of the job description for Assistant Aquatics Manager and Head Lifeguards.
- A review of current or new incentive programs to help with retention of seasonal staff.

### **Proposed Changes:**

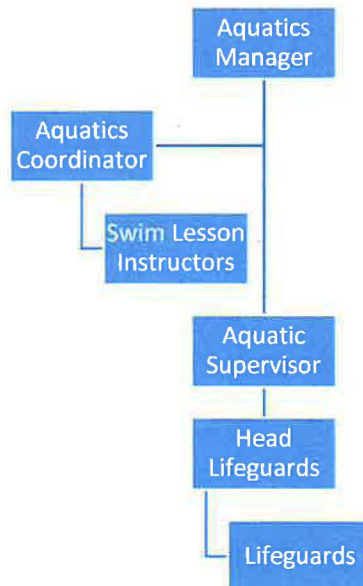
Below are the proposed changes that I feel would streamline the aquatic department.

- Creation of part time Aquatic Supervisor position and elimination of Assistant Aquatic Manager position.
  - This is similar to the position of building supervisor that we have for the recreation area, and would help create less confusion.
- Modified Head Lifeguard job description that clearly defines roles and responsibilities (See Attached)
- Creation of Aquatic Supervisor job description that clearly defines roles and responsibilities (See Attached)
- Examination of employee's rates of pay with other similar communities/facilities. (See Attached)
- Creation of additional incentive items to help with staff retention.

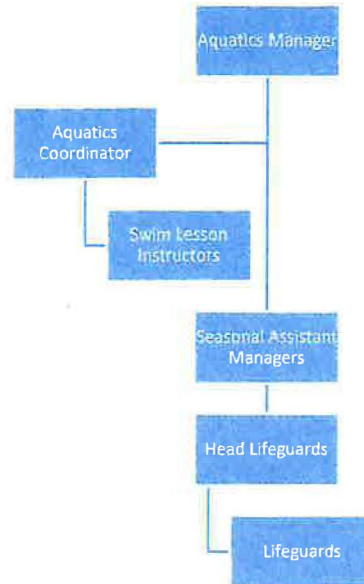
## Current Aquatic Staffing Structure



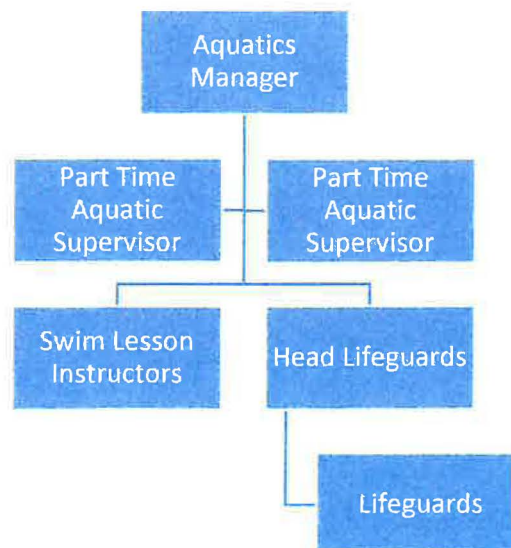
## Proposed Aquatic Staffing Structure



## Current Aquatic Staffing Structure



## Proposed Aquatic Staffing Structure



### **Proposed Head Lifeguard Job Description:**

- Eliminate the following from responsibilities:
  - Hiring
  - Scheduling
  - Supervision of Group & Semi-Private Swim Instructor and Pool Maintenance Staff
  - Evaluation of Lifeguards
  - Assists in the coordination and supervision of aquatic programs and special events.

## **Head Lifeguard**

Class Code:  
Head Lifeguard

Bargaining Unit:

CITY OF GROVEPORT

Established Date: Jul 22, 2020

Revision Date: Jul 22, 2020

## **SALARY RANGE**

\$12.05 - \$15.72 Hourly

## **POSITION DETAILS:**

### **PURPOSE:**

Assists Aquatics Manager and Seasonal Assistant Aquatics Manager (Aquatic Supervisor) in the hiring, training, scheduling, supervision and evaluating of Lifeguards, Group & Private/Semi-Private Swim Instructors and Pool Maintenance Staff. Safeguards and regulates the conduct of patrons at indoor and outdoor pools.

### **QUALIFICATIONS:**

Applicant must be at least 18 years of age; completion of secondary education or equivalent; ability to exert extreme physical effort; six (6) months of related work experience preferred or any equivalent combination of education, experience or training which provides the required knowledge, skills & abilities.

### **LICENSURE OR CERTIFICATION REQUIREMENTS:**

The following certifications are required: American Red Cross Lifeguard

Certification, CPR/First Aid/AED for Professional Rescuer & American Red Cross Lifeguard Instructor (preferred).

**EQUIPMENT OPERATED:**

Telephone system, cleaning equipment, two-way radio, lifesaving equipment, pool vacuums and other various pieces of recreation related equipment.

**INHERENTLY HAZARDOUS OR PHYSICALLY DEMANDING WORKING CONDITIONS:**

The employee has exposure to chemical compounds found in a commercial aquatic environment (e.g., chlorine, muriatic acid, stabilizer, etc.); works in both indoor and outdoor pool environments; works around persons of all ages; exposed to possible injury from bodily fluids, hazardous waste; may have contact with potentially violent or emotionally distraught persons; routinely lifts objects 20 lbs. or less; occasionally pushes objects 100 lbs. or less; occasionally pulls objects 100 lbs. or less.

**JOB DESCRIPTION AND WORKER CHARACTERISTICS:**

JOB DUTIES in order of importance

**ESSENTIAL FUNCTIONS OF THE POSITION:** For purposes of 42 USC 12101:

- Interacts with patrons on a daily basis.
- Performs rescues and renders first aid, CPR, etc.
- Assists Aquatics Manager and Seasonal Assistant Aquatics Manager (Aquatic Supervisor) in the hiring, training, scheduling, supervision and evaluating of Lifeguards, Group & Private/Semi-Private Swim Instructors and Pool Maintenance Staff.
- Assists in the coordination and supervision of aquatic programs and special events.
- Assists in the management of aquatic facilities; monitors and maintains proper water chemical balance; monitors chlorinating and water filtration systems; oversees cleaning and maintenance of interior/exterior of buildings, grounds, pumps, filtration systems, etc.
- Handles patron complaints and solves problems.
- Actively participates in in-service training sessions.
- Teaches lifeguarding classes, and explains and demonstrates the uses of water safety equipment to staff.
- Participates in the preparation of daily records relating to rescues, assists, first aid, weather, maintenance and sanitation.
- May be assigned to assist with swim lessons, pool maintenance and front desk operations.



- Activates "Emergency Action Plan" as necessary and coordinates all efforts with full-time staff.
- Demonstrates regular and predictable attendance.

#### **OTHER DUTIES AND RESPONSIBILITIES:**

- Strictly enforces policies, rules, regulations, laws and ordinances governing the conduct of persons using the facility and promptly warns users of existing safety hazards.
- Safeguards and regulates the conduct of patrons.
- Provides outstanding customer service.
- Makes minor equipment repairs and cleans facilities as necessary.
- Knowledgeable of all departmental policies, procedure, rules, regulations, etc.
- Gives facility tours.
- Sets up and tears down equipment, including but not limited to tables, chairs, gym equipment, etc.
- Prepares clear and concise written reports.
- Attends staff meetings and trainings.
- Performs other related duties as required.

#### **MINIMUM ACCEPTABLE CHARACTERISTICS:** (\*indicates developed after employment)

**Knowledge of:** proper use and application of lifesaving techniques and equipment, customer service; \*department goals and objectives; \*department policies, \*procedures and rules; \*emergency medical care procedures; public relations; \*office practices and procedures; English grammar and spelling; basic math; \*workplace safety; \*records management; \*security; cleaning.

**Skill in:** communication; supervision; leadership; assessment; CPR, first aid, swimming.

**Ability to:** give instruction and direction; work under stressful conditions and to immediately respond to crisis situations; interpret a variety of instructions in written, oral, picture, or schedule form; define and solve problems; collect data, establish facts, and draw valid conclusions; exercise independent judgment and discretion; determine material and equipment needs; add, subtract, multiply, and divide whole numbers; complete routine forms; compile and prepare reports; respond to routine inquiries from public and/or officials; communicate effectively; understand a variety

of written and/or verbal communications; maintain records according to established procedures; maintain confidentiality of restricted information; work alone or in a group setting; cooperate with co-workers on group projects; answer routine telephone inquiries; handle sensitive inquiries from and contacts with officials and general public; develop and maintain effective working relationships; resolve complaints; provide outstanding customer service; respond to emergency situations; carry out instructions; work all types of hours and days (including weekends).

**POSITIONS DIRECTLY SUPERVISED:**

Lifeguards

**Proposed Head Lifeguard Job Description:**

- Changes made to Job Description:
  - Change job title to Aquatic Supervisor
  - Change to 21 years old

**Assistant Aquatics  
Manager Aquatic  
Supervisor**

Class Code:  
Assistant Aquatics  
Manager  
Aquatic Supervisor

Bargaining Unit:

CITY OF GROVEPORT

Established Date: Jul 22, 2020

Revision Date: Jul 22, 2020

**SALARY RANGE**

\$13.33 - \$17.39 Hourly

**POSITION DETAILS:**

**PURPOSE:**

Assists Aquatics Manager with facility operations and the hiring, training, scheduling, supervision and evaluating of Head Lifeguards, Lifeguards, Group & Private/Semi-Private Swim Instructors and Pool Maintenance Staff. Safeguards and regulates the conduct of patrons at indoor and outdoor pools.

**QUALIFICATIONS:**

Applicant must be at least 18 21 years of age; completion of secondary education or equivalent; ability to exert extreme physical effort; six (6) months of related work experience preferred or any equivalent combination of education, experience or training which provides the required knowledge, skills & abilities.

**LICENSURE OR CERTIFICATION REQUIREMENTS:**

The following certifications are required: American Red Cross Lifeguard Certification, CPR/First Aid/AED for Professional Rescuer & American Red Cross Lifeguard Instructor (preferred).



The following certification is not required, but is preferred: Certified Pool Operator

**EQUIPMENT OPERATED:**

Computer, calculator, copier, fax machine, telephone system, cleaning equipment, two-way radio, hand & power tools, lifesaving equipment, pool vacuums and other various pieces of recreation related equipment.

**INHERENTLY HAZARDOUS OR PHYSICALLY DEMANDING WORKING CONDITIONS:**

The employee has exposure to chemical compounds found in a commercial aquatic environment (e.g., chlorine, muriatic acid, stabilizer, etc.); works in both indoor and outdoor pool environments; works around persons of all ages; exposed to possible injury from bodily fluids, hazardous waste; may have contact with potentially violent or emotionally distraught persons; routinely lifts objects 20 lbs. or less; occasionally pushes objects 100 lbs. or less; occasionally pulls objects 100 lbs. or less.

**JOB DESCRIPTION AND WORKER CHARACTERISTICS:**

JOB DUTIES in order of importance

**ESSENTIAL FUNCTIONS OF THE POSITION:** For purposes of 42 USC 12101:

- Interacts with patrons on a daily basis.
- Performs rescues and renders first aid, CPR, AED, etc.
- Assists Aquatics Manager in the hiring, training, developing, scheduling, supervising and evaluating of Lifeguards, Swim Instructors and Pool Maintenance Staff.
- Assists in the coordination and supervision of aquatic programs and special events.
- Assists in the management of aquatic facilities; monitors and maintains proper water chemical balance; monitors chlorinating and water filtration systems; oversees cleaning and maintenance of interior/exterior of buildings, grounds, pumps, filtration systems, etc.
- Handles patron complaints and solves problems.
- Actively participates in in-service training sessions.
- Explains and demonstrates the uses of water safety equipment to staff.
- Participates in the preparation of daily records relating to rescues, assists, first aid, weather, maintenance and sanitation.
- May be assigned to assist with swim lessons, pool maintenance and front desk operations.
- Activates "Emergency Action Plan" as necessary and coordinates all efforts with full-time staff.
- Demonstrates regular and predictable attendance.

## **OTHER DUTIES AND RESPONSIBILITIES:**

- Strictly enforces policies, rules, regulations, laws and ordinances governing the conduct of persons using the facility and promptly warns users of existing safety hazards.
- Safeguards and regulates the conduct of patrons.
- Provides outstanding customer service.
- Makes minor equipment repairs and cleans facilities as necessary.
- Knowledgeable of all departmental policies, procedure, rules, regulations, etc.
- Gives facility tours.
- Sets up and tears down equipment, including but not limited to tables, chairs, gym equipment, etc.
- Prepares clear and concise written reports.
- Attends staff meetings and trainings.
- Performs other related duties as required.

## **MINIMUM ACCEPTABLE CHARACTERISTICS:** (\*indicates developed after employment)

**Knowledge of:** proper use and application of lifesaving techniques and equipment, customer service; \*department goals and objectives; \*department policies, \*procedures and rules; \*emergency medical care procedures; public relations; \*office practices and procedures; English grammar and spelling; basic math; \*workplace safety; \*records management; \*security; cleaning.

**Skill in:** communication; supervision; leadership; assessment; CPR, first aid, AED, swimming.

**Ability to:** give instruction and direction; work under stressful conditions and to immediately respond to crisis situations; interpret a variety of instructions in written, oral, picture, or schedule form; define and solve problems; collect data, establish facts, and draw valid conclusions; exercise independent judgment and discretion; determine material and equipment needs; add, subtract, multiply, and divide whole numbers; complete routine forms; compile and prepare reports; respond to routine inquiries from public and/or officials; communicate effectively; understand a variety of written and/or verbal communications; maintain records according to established procedures; maintain confidentiality of restricted information; work alone or in a group setting; cooperate with co-workers on group projects; answer routine telephone inquiries; handle sensitive inquiries from and contacts with officials and general public; develop and maintain effective working relationships; resolve complaints; provide outstanding customer service; respond to emergency situations; carry out instructions; work all types of hours and days (including weekends).

## **POSITIONS DIRECTLY SUPERVISED:**

Head Lifeguards, Lifeguards

**Rate of Pay Analysis:**

<b><u>Community</u></b>	<b><u>LG MIN</u></b>	<b><u>LG Max</u></b>	<b><u>HLG MIN</u></b>	<b><u>HLG MAX</u></b>	<b><u>ASST MGR MIN</u></b>	<b><u>ASST MGR MAX</u></b>
YMCA of Central Ohio	\$12	Based on Exp.	\$13	Based on Exp.	\$14	Based on Exp.
Aquatic Adventures	\$9	\$14	\$10	\$13		
New Albany Country Club	\$15	\$15			\$17	\$20
Zoombezi Bay	\$12	\$15	\$13	Based on Exp.	\$15	Based on Exp.
City of Dublin	\$10	\$12	\$10.50	\$14.50	\$16	\$28
Goldfish Swim School	\$10	\$12	\$14	Based on Exp.	\$19	Based on Exp.
Upper Arlington	\$10	\$11.25	\$13.73	\$15.90		
City of Columbus	\$8.80	\$14.50	\$9	\$16.50		
Northwest Swim Club	\$10	\$13				
Club Corazon	\$11	\$12				
City of Delaware	\$11.50	\$11.50			\$14.85	\$16.97
	\$119		\$83		\$96	



Human Resources  
Department

The \$9.50 per hour starting pay is pursuant to the Director of Recreation and Parks memorandum dated February 21, 2019.

## Memorandum

To: Edgar Merritt, Recreation and Parks Director  
Erin Duffee, Deputy Director of Recreation and Parks  
Larry Lester, Operations Director

FROM: Julia R. Baxter, Human Resources Director

DATE: February 24, 2021

SUBJECT: Policy – Hourly Rates of Pay for Grade S1

The current pay grade of S1 includes the following positions: Lifeguard, Pool Manager, Recreational Aide and Seasonal Worker. The pay range for these positions is \$9.25 to \$20.65 per hour.

*FT*  
The following pay scale is applicable for S1 Lifeguards, Recreational Aides and Seasonal workers: *✓*

Year 1	Year 2	Year 3	Year 4	Year 5	Each Additional Year *
\$9.50/hour	\$9.90/hour	\$10.30/hour	\$10.80/hour	\$11.30/hour	\$.50/hour

New hires shall start at the Year 1 hourly rate. Returning workers or individuals with more experience, additional certifications, or high scoring performance appraisals may receive an additional step increase or start at a rate higher than Year 1 at the discretion of the Department Director with the approval of the Mayor.

*3/23/2021*  
The following pay scale is applicable for S1 Pool Managers: *✓*

Year 1	Year 2	Year 3	Year 4	Year 5	Each Additional Year *
\$13.25/hour	\$13.65/hour	\$14.05/hour	\$14.55/hour	\$15.05/hour	\$.50/hour

\*Up to the maximum provided for in the Authorized Strength provisions of Section 127.04 of the Codified Ordinances of the City of Hilliard, Ohio.

Full-time



**CITY OF HILLIARD**  
**CLASSIFICATION DESCRIPTION**  
**Recreation Aide (Full Time) -**  
**Aquatics Programming**

FLSA Status:

**Exempt**

Service Type:

**Unclassified**

Probationary Period:

**365 Days**

Publication Date:

**January 15, 2019**

Revision Date:

**September 5, 2019**

**Nature of Work – General Description**

Under the general supervision of the Recreation Supervisor ~~in charge~~ of Aquatics. Duties include supervising part-time Recreation Aides, seasonal Lifeguards, Pool Managers and Seasonal Workers; assisting the Recreation Supervisor in developing, implementing and managing various programs, activities, events and facilities.

**Essential Functions of Work**

*(May not include all duties performed.)*

Assists in the supervision of seasonal Lifeguards, part-time Recreation Aides and Seasonal Workers.

Oversees Pool Managers in the absence of the Recreation Supervisor.

Assists in the hiring, training and managing of Lifeguards.

Responsible for scheduling of the Lifeguards.

Develops and manages the swim lesson program at the Aquatics Facilities.

Helps create an outstanding work environment for staff, as well as sets the bar for providing exceptional customer service to both internal and external customers.

Manages the registration process for swim lessons and assists with pool memberships.

Processes daily Rec Trac Pool Pass Verification reports.

Plans and implements special events at the Aquatics Facilities.

Provides staff with leadership through training and daily examples. Continues to help develop Hilliard's leaders of the future.

Assists the Recreation Supervisor with records and reports, including electronic storage of records. Works collaboratively on independent projects that include computer programming and formatting of data.

Monitors inventory of supplies and notifies the Recreation Supervisor when additional supplies are required.



Assist in the maintenance of pool filters upon request or absence of the Recreation Supervisor.

Exercise considerable knowledge of the Aquatics Facilities and their processes.

Under the direction of the Recreation Supervisor, assists the maintenance personnel to ensure that the Aquatics Facilities are free of health and safety hazards. Reports findings of routine Safety Checks to the Recreation Supervisor.

Maintains and enforces the policies and procedures of the Hilliard Recreation and Parks Department. Able to recommend and implement revisions as needed.

Reports need for repairs and necessary maintenance on buildings, equipment or facilities to the Recreation Supervisor.

Attends all required training sessions, clinics and workshops as required.

Maintains all required certifications.

Possesses initiative, independent judgment, and the ability to maintain good community relations.

*This job description does not list all the duties to be performed in this classification and may be changed at the discretion of the city at any time.*

### **Minimum Qualifications**

Bachelor's Degree in Recreation and Parks Administration or other related field is preferred, Bachelor's Degree required, with a minimum of 1 to 3 years' experience in programming. Experience in aquatics and swim lessons preferred.

The following certifications are preferred and if not possessed, applicant must have the ability to become certified within one year of hire:

- American Red Cross Lifeguarding
- American Red Cross First Aid/CPR/AED

The following certifications are not required but desirable:

- American Red Cross Lifeguard Instructor
- American Red Cross Water Safety Instructor
- American Red Cross Oxygen Administration
- American Red Cross Lifeguard Instructor Trainer
- Certified Pool Operator (CPO) license
- Aquatic Facility Operator (AFO) license

Possession of a valid State of Ohio\* driver's license with an acceptable driving record.

Any combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job will be considered.

Ability to work evenings, weekends and some holidays.

\*If a license for another state is possessed, ability to obtain Ohio driver's license within 90 days is acceptable.

### **Knowledge, Skills and Abilities**

Able to contribute to the development of new programs and activities.

Ability to establish and maintain effective working relationships with the department staff and the general public.

Ability to compile and prepare necessary reports and maintain accurate records.

Ability to assist the Recreation Supervisor in planning, directing and coordinating special events and activities.

Must be positive and motivated to interact and communicate effectively with staff and the general public.

Ability to supervise, direct and solicit cooperation from others in the performance of their daily work task and duties.

Ability to exercise independent judgment and discretion and the skills to provide effective leadership.

### **Other Attributes**

Regular and punctual attendance is regarded as an essential requirement of this classification. A flexible work schedule dependent upon season and programming is a critical element of this position.

A background free of prior felony convictions.

Comply with training directives established by supervisory and management personnel.

Adhere to applicable federal, state and local safety laws, rules and regulations including the City's safety policies and procedures.

### **Physical Requirements**

Must be physically able to operate a motor vehicle.

This is light to medium work requiring the exertion of up to 40 pounds of force occasionally and up to 20 pounds routinely.

Must be physically capable of sitting, standing, reaching, twisting, bending, walking, lifting, kneeling, grasping and repetitive motions to perform the essential job functions.

Must maintain visual acuity and the hearing necessary for observing general surroundings and activities.

The employee will be subjected to inside and outside environmental conditions.

The employee may be exposed to blood borne pathogens and may be required to wear specialized protective equipment.

The employee may be exposed to pool chemicals, cleaning agents and other chemicals and will be required to wear appropriate personal protective equipment.

Must be physically capable of successfully performing the essential job functions of the position with or without reasonable accommodation, and be free of medical conditions that would preclude the employee from successfully performing said functions or that would pose a direct threat to the health and safety of oneself or others.

Seasonal



**CITY OF HILLIARD**  
**CLASSIFICATION DESCRIPTION**  
**Pool Manager**

FLSA Status:  
**Exempt (Seasonal)**

Service Type:  
**Unclassified**

Probationary Period:  
**360 Calendar Days**

Revision Date:  
**October 25, 2018**

HR Approved:  
**March 6, 2015**

**Nature of Work – General Description**

Under general supervision of the Recreation Supervisor in charge of Aquatics, a Pool Manager is responsible for assisting in the operations of the Hilliard Municipal pools, including chemical recording and maintenance and overseeing Lifeguards and Seasonal Workers.

**Essential Functions of Work**

*(May not include all duties performed)*

Responsible for the daily operation of (an) assigned swimming pool(s).

Maintains and oversee staff at their assigned swimming pool(s).

Participates in and/or leads in-service education programs and assists with staff trainings.

Upholds and enforces pool rules, policies and procedures.

Possesses thorough knowledge of and executes emergency action plans and emergency response plans.

Adheres to applicable health and safety standards.

Helps create an outstanding work environment for staff, as well as sets the bar for providing exceptional customer service to both internal and external customers.

Maintains cleanliness of their assigned facility, including (but not limited to) the grass areas, walkways, concession area, guard lounge, offices, filter rooms and bathrooms.

Observes and maintains safe swimming conditions and ensure health and safety of all pool patrons.

Monitors pool programs and special events.

Interacts with the public and responds to customer inquiries.

Researches and resolves issues as necessary.

Checks, records and interprets chlorine residual, PH, alkalinity and related testing of pool water. Makes changes as necessary.

Maintains pool filters as needed for daily operations.

### **Essential Functions of Work (Continued)**

Perform other related duties assigned by the Recreation Supervisors, Recreation Program Managers, or the Director of Recreation and Parks.

*This job description does not list all the duties to be performed in this classification and may be changed at the discretion of the city at any time.*

### **Knowledge and Skills**

Extensive knowledge of Hilliard Municipal Pools rules, policies, procedures and expectations.

Notable amount of experience at the Hilliard Municipal Pools or other Aquatic facilities.

Considerable knowledge of principles and techniques of planning, organizing, and conducting recreational activities.

Considerable knowledge of various recreational programs and current trends in the industry.  
Good verbal and written communication skills.

Ability to supervise, direct, instruct and solicit cooperation from others in the performance of their daily work assignments and duties.

Ability to compile and prepare reports and maintain accurate records.

Ability to exercise independent judgment, discretion and to provide leadership.

Ability to answer inquiries, resolve complaints and communicate with the public in an effective, tactful, courteous and professional manner.

Ability to effectively use a computer and utilize word processing, spreadsheet, email and Rec Trac software.

Any combination of education, training and experience, which provides the required advanced knowledge, skills and abilities to perform the essential functions of the job.

### **Minimum Qualifications**

High School Diploma.

One year of college preferred.

Possession of a valid State of Ohio driver's license with an acceptable driving record.

The following certifications are required and must be current:

- American Red Cross Lifeguarding
- American Red Cross CPR/AED/First Aid

### **Minimum Qualifications (Continued)**

The following certifications are preferred and if not possessed, applicant must meet requirements to become certified upon hire:

- American Red Cross Lifeguard Instructor

The following certifications are not required but desirable:

- American Red Cross Blood Borne Pathogens Training
- American Red Cross Oxygen Administration
- American Red Cross Lifeguard Instructor
- American Red Cross Lifeguard Instructor Trainer
- Certified Pool Operator (CPO) license
- Aquatic Facility Operator (AFO) license

Any combination of education, training and experience which provides the required advanced knowledge, skills and abilities to perform the essential functions of the job.

### **Other Qualifications**

Regular and punctual attendance is regarded as an essential requirement of this position.

A background free of prior felony convictions.

Compliance with training directives established by supervisory and management personnel.

Adherence to all applicable federal, state and local safety laws, rules and regulations and City safety policies/procedures.

Ability to work a flexible schedule (early mornings, evenings, weekends, some holidays). Full-Time availability preferred.

### **Physical Requirements**

Must be physically able to operate a motor vehicle.

This is light to medium work requiring the exertion of up to 40 pounds of force occasionally, up to 20



pounds of force frequently, and a negligible amount of force constantly to move objects.

Must be physically capable of sitting, standing, reaching, twisting, bending, walking, lifting and kneeling, grasping, and repetitive motions in order to perform the essential job functions.

Must be able to verbally communicate for expressing or exchanging ideas by means of the spoken word.

Must maintain visual acuity and hearing necessary for observing general surrounding and activities.

The employee is subject to inside and outside environmental conditions. The worker may be exposed to blood borne pathogens and may be required to wear specialized personal protective equipment.

The employee may be exposed to pool chemicals, cleaning agents and other chemicals and will be required to wear appropriate personal protective equipment.

Must be physically capable of successfully performing the essential job functions of the job classification and be free of medical conditions that would preclude one from successfully performing said functions or that would pose a direct threat to the health or safety of oneself or others.

## **Incentive Ideas:**

### **Current Incentive Programs:**

- Free swim suits
- Lifeguard class reimbursement
- Free membership
- \$0.50/hr bonus at the end of summer
- \$100 refer a friend
- Mentor groups
- Lifeguard of the week
- Beads for going above and beyond

I believe that we have done a good job incentivizing based on merit. However, I believe that we can also do a culture incentive bonus as well. These are incentives to keep guards that aren't necessarily tied to merit increases.

### **Proposed Culture Incentive Ideas:**

- Beginning of summer meet and greet:
- Adopt a guard
  - 2+ year lifeguards are given a new lifeguard to adopt at the beginning of the season. Similar to big brother/big sister.
- End of summer awards ceremony:
  - Plaques given out with the year they were a lifeguard added on each year (1<sup>st</sup> year lifeguard, 2<sup>nd</sup> year lifeguard, 3<sup>rd</sup> year head lifeguard, etc.)
- End of summer lifeguard prom:
  - This would be a more formal event where guards attend at the end of summer. There are games, prizes, food, and music.
- End of summer coupons:
  - Given to staff to keep. If they return they can turn them in for different incentives such as:
    - Skip the pre req's at 1 in-service
    - Skip cleaning duties 1 night at close