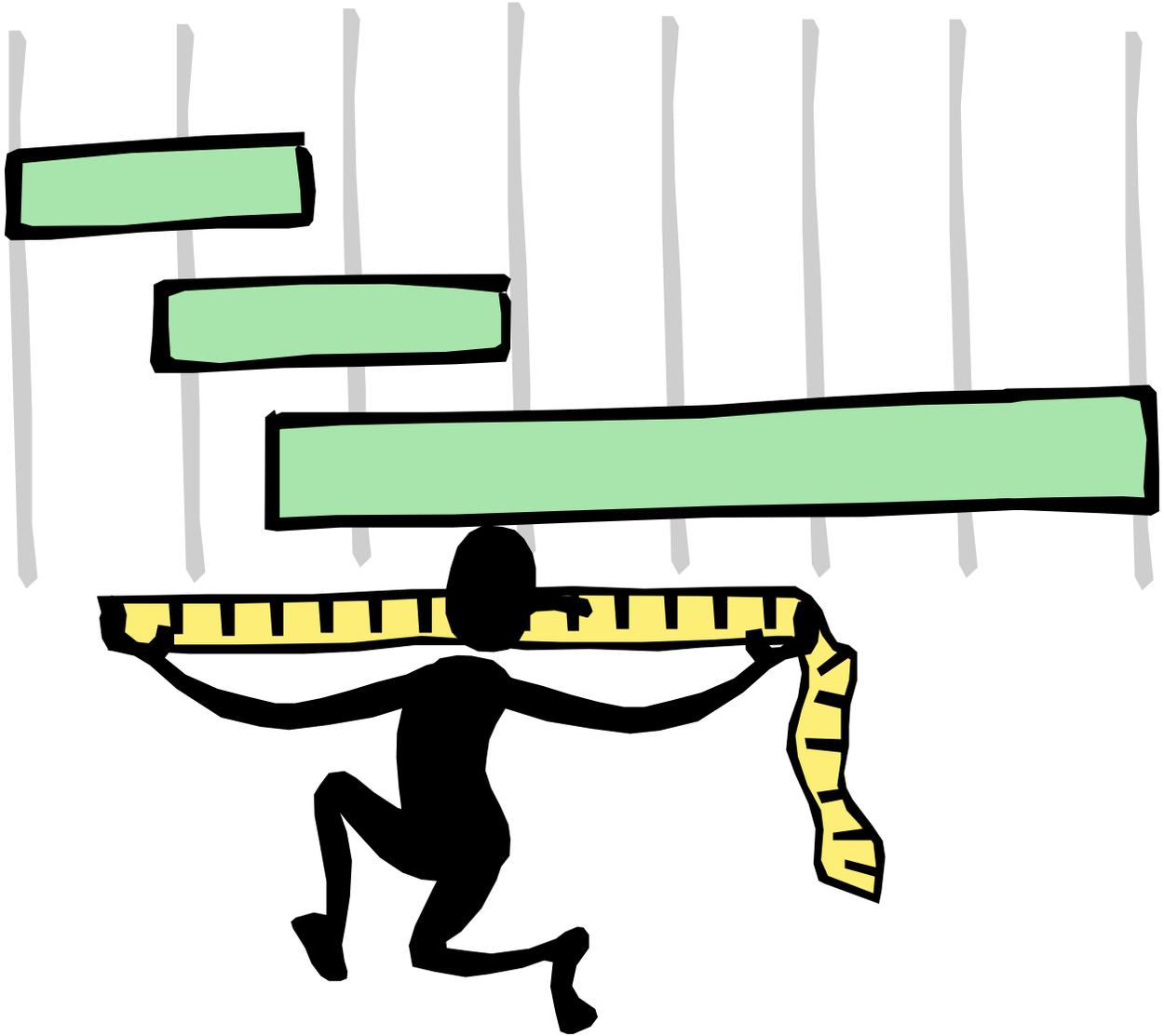


Outdoor Recreation



MWR Program Standards and Metrics

April 2003

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NAVY OUTDOOR RECREATION PROGRAM

INTRODUCTION

About Program Standards and Metrics

PREFACE

Program standards and metrics were developed to accomplish the OPNAV (N-46), Navy-wide requirement to develop measurements for all Navy programs funded with Base Operating Support (BOS) dollars.

Metric: *“A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource.”*

“A metric may be subjective, relative or absolute.”

Ben Barrow, Phoenix AZ, 2000.

The desired outcome of the initiative is to help Navy senior leadership make funding justifications, choices, and decisions.

GOALS

The following goals will be achieved by applying program standards and metrics.

1. Establish Navy-wide standards or reference points in the areas of service delivery, cost, and efficiencies and establish metrics to measure how individual programs, regions, and Navy MWR overall is doing in relation to these standards.

**GOALS
(cont.)**

2. Show how MWR is linked to Navy readiness, retention, and mission and answer the following questions all competitors for APF funding must answer:
 - “Why is the program important to the Navy?” and,
 - “What do we lose in the way of readiness, retention, or mission accomplishment if the program is partially or not funded?”
 3. Starting with POM-04, use program standards and metrics to build MWR’s funding requirements for each POM and PR cycle. (i.e., to calculate how much APF MWR funding is required as part of the Navy’s resource programming process.)

(This is the process every APF competitor must use to justify program needs.)
 4. Identify program priorities. (e.g., What is funded first? What is funded last? What is funded fully? What is funded partially?and, Why?)
 5. Identify and employ standard data collection systems and applications to examine and assess the standards and metrics for each identified MWR program.
 6. Ensure the program standards and metrics data can be used by anyone to determine (compare) how similar programs are doing within regions and throughout Navy MWR.
 7. Identify efficiencies and best practices that can be shared and/or duplicated within regions and throughout Navy MWR.
-

BACKGROUND

In the fall of 2000, a Navy MWR Integrated Process Team (IPT) steering group began the program standards and metrics project by:

- Establishing a steering group.
- Identifying key members from N-46, PERS-65, Major Claimants, Navy regions, and from among Navy MWR directors to participate on various project teams.
- Adopting a metrics “model” to help organize and prioritize standards for each program.
- Determining how to proceed with the establishment of standards and metrics.
- Identifying the initial MWR programs to be studied.

The initial MWR programs studied represent more than 80% of the APFs used by MWR, exclusive of the Child Development program, which was studied separately.

- Fitness.
- Liberty.
- Libraries.
- Fleet/Isolated Motion Picture (MOPIC).
- Youth Activities/SAC.
- Outdoor Recreation.
- Information, Tickets and Travel (ITT).

The IPT used the following project procedure:

- Define project goals and objectives.
- Divide the project team into work groups and assign responsibilities and tasks.

**BACKGROUND
(cont.)**

The project team work groups included:

- Program Support.
 - MWR MACRO Standards.
 - MIS Applications.
 - Research.
 - Communications.
 - Best Practices.
- Direct the development of standards and metrics program for MWR programs that consists of two major parts:
 - Program Standards.
 - Customer Satisfaction.
 - Provide MWR program metrics and standards for:
 - Personnel.
 - Facilities.
 - Programs/Programming.
 - Equipment.
 - Administration.
 - Prepare evaluation tools.
 - Develop directions for assessing and comparing an MWR program's current condition to the specified program standards and for using the metrics evaluation tools.
 - Test standards and metrics and adjust as needed.
 - Publish program standards and metrics for each MWR program to be studied.

The Installation Management Working Group and the Shore Installation Programming Board approved the standards and a

**BACKGROUND
(cont.)**

Navy-wide assessment was conducted in August/September 2001. Navy Personnel Command (PERS 65) assumed responsibility for the standards and issued a formal implementation in December 2002.

In order that a more accurate assessment could be made of the quality of and APF support needed for the MWR program, the MWR IPT Steering Group identified five additional programs for inclusion in the process:

- MWR Overhead
- Auto Skills
- Category B Bowling
- Afloat Recreation (Shipboard)
- Fleet Recreation (Shore Support)

PET Teams were also charged with revising the standards for the original seven programs in order to maintain their currency with professional practice. A Navy-wide assessment of all programs, new and old, is scheduled for August/September 2003.

**WHAT THIS
PROGRAM
WILL AND
WON'T DO**

What this standards and metrics program does:

- It publishes standards to which you are to compare your MWR program.
- It provides the metrics and assessment tools which you will use to compare your MWR program to these published standards.

What this program does NOT do:

- It does not tell you what you should do to run your MWR program, or how you should run it.
- It does not tell you how to close the gap between these published standards and your MWR program, if one exists.

**HOW TO
USE THIS
DOCUMENT**

Each booklet is divided into the following sections:

- Table of contents.
- Section I
- Measurement 1 -- Personnel.
- Measurement 2 -- Facilities.
- Measurement 3 -- Programming.
- Measurement 4 -- Equipment.
- Measurement 5 -- Administration.
- Section II -- Customer Satisfaction.
- Section III -- Scoring

The program standards are found after the appropriate metric for each program measurement area. The worksheets for each metric follow the standards in each section.

The Table of Contents is used to locate specific metrics and standards and metrics information.

This Introduction section explains the project, methods, and use of the directive.

The sections tabbed “Metric X -- Title” contain the metrics and standards and for one of the five major measurement areas.

SOURCES

The standards published in this document drew on the following:

- Existing, official DoD and/or DON instructions/policy.
 - Generally accepted industry and/or professional standards, recommendations, and/or guidelines.
 - Best MWR and/or business practices.
 - The experience of the project team members.
-

ASSISTANCE

If you have questions regarding this program, please contact the appropriate PERS-65 program manager. Use the address and phone numbers below for general information, assistance and routing.

NAVY PERSONNEL COMMAND
NAVY MWR DIVISION (PERS-654)
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-6540

DSN 882-6717
COM (901) 874-6717
FAX (901) 874-6847
INTERNET pers654@persnet.navy.mil

**STANDARDS
CONTINUUM**

As you will see, the processes result in scores that, through the use of work sheets, tables and simple arithmetic, equate to the following:

10	SL1	Ideal
9		
8	SL2	Operational with some deficiencies
7		
6	SL3	Operational with serious deficiencies
5		
4	SL4	Not operational
3		
2		
1		
0		

NOTE: The scoring methods calculate to scores between 1 and 10.

**TRUTH IN
ADVERTISING**

DO NOT use the score sheets to make your MWR program look a bit better (or worse) than it actually is. The purpose of this process is to justify full funding with regard to Navy readiness, retention, and mission.

GLOSSARY

The following abbreviations, acronyms, and definitions apply.

BOS	Base Operating Support
IPT	Integrated Process Team
M/S	Metrics/Standards (and vice-versa)
NOR	Navy Outdoor Recreation
NPRST	Navy Personnel Research Studies and Technology
PET	Program Enhancement Teams
POM	Program Objective Memorandum
PR	Program Review
PSG	Program Support Group
SL	Service Level
S/M	Standards/Metrics (and vice-versa)

Benchmark A performance reference point.

Charts Used to graphically display metric results. The chart itself is not a metric.

Counts A statistic/measurement that can result in a metric. However, statistics do not necessarily give a measure that will drive appropriate management action.

Measurement Actual value of a metric.

Metric A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource. A metric may be subjective, relative or absolute. A metric is means to an end--not the end itself.

Status Measure A one time measurement that conveys little trend information. (Such as data in a pie chart.)

Metric Attributes

- Meaningful to the customer
- Tells how well organizational goals are being met through measured processes
- Simple, understandable, and repeatable
- Unambiguously defined
- Shows a trend
- Its data is easy and economical to collect
- Timely
- Drives appropriate management action

STANDARD

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. Many of the standards in this document are based directly on those published by DoD, Navy or an appropriate professional society – because they were developed in the same way – by experienced and recognized professionals. Other standards are professional interpretations written to fit Navy MWR, given its unique requirements. All the standards, then, are not regulatory and are written to direct and stimulate the program and the corporate policy body toward better and safer services, programs and innovations.

Every Navy command and MWR department is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of MWR experiences to the quality of life of Navy personnel, every agency has a responsibility to perform at the highest possible level. The appraisal of just how well an MWR program operates is indeed a difficult task. It is inadequate to evaluate on financial performance alone – program deliverables are vastly more important but more difficult to measure. For this reason, the Navy has turned to the experience and wisdom of its MWR professionals. This experience and wisdom have been formalized into this set of standards, which may be used to evaluate one’s program. The collective result of compliance with standards will be a high quality program that meets professional requirements and the unique needs of those served.

**NOT APPLICABLE
“N/A”**

It is possible you will find that some standards don’t apply to your program. Circumstances may be such that the standard simply “doesn’t fit.” When that happens, you may mark the standard “N/A” and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards DO apply. Just because you don’t comply or it is very difficult for you to achieve, doesn’t mean it doesn’t apply. You should be able to justify your reasoning for any standard you mark “not applicable.”

**NAVY OUTDOOR
RECREATION
PROGRAM
DESCRIPTION**

Outdoor recreation programs are integral to physical fitness, single Sailor, and teen programs. Navy's focus in outdoor recreation is "human powered" activities where program elements include equipment rentals, instruction, special events and guided trips, resale, and equipment repair services. Other rentals not related to "human power" activities such as camping trailers, power boats, dunk tanks, grills, party bags, costume rentals may operate as an adjunct rental program but these types of rentals should be physically separated where feasible. Outdoor recreation leads to increased self-confidence, readiness and retention. Goals of Outdoor Recreation are both team and personal development and to increase positive social interaction.

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**NAVY OUTDOOR RECREATION PROGRAM
PERSONNEL**

METRIC 1.1

Percent Staffing Level Achieved

**PURPOSE
OF THIS
METRIC**

To measure the actual on-board staffing compared to the Outdoor Recreation staffing standard described for the size base being measured.

NOTES

Appropriate numbers of staff are critical to the success of an Outdoor Recreation Program and assure safety for all participants.

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1.1.1 Staffing levels for Navy Outdoor Recreation (**all positions are NAF or GS equivalent**)

- **Extra Large Installation: (>14,000)**
 - 1 - Director, Outdoor Recreation Specialist (NF 4/GS 11)
 - 1 - Programs Manager, Outdoor Recreation Specialist (NF 4/GS 9)
 - 1 - Rental and Retail Shop Manager, Outdoor Recreation Specialist (NF 3/GS 9)
 - 2 - Outdoor Equipment Maintenance Staff (WG 4-8)
 - 2 - Customer Service Staff (NF 2/GS 5), minimum required
 - * - The number of Guides (NF 2/GS 5) on staff is dependent on program demands and industry standards.

- **Large Installation: (7,001 - 14,000)**
 - 1 - Director, Outdoor Recreation Specialist (NF 4/GS 11)
 - 1 - Programs Manager, Outdoor Recreation Specialist (NF 4/GS 9)
 - 1 - Rental and Retail Shop Manager, Outdoor Recreation Specialist (NF 3/GS 9)
 - 1 - Outdoor Equipment Maintenance Staff (WG 4-8)
 - 2 - Customer Service Staff (NF 2/GS 5), minimum required
 - * - The number of Guides (NF 2/GS 5) on staff is dependent on program demands and industry standards.

- **Medium Installation: (3,001 - 7,000)**
 - 1 - Director, Outdoor Recreation Specialist (NF 4/GS 9)
 - 1 - Programs Manager, Outdoor Recreation Specialist (NF 3/GS 7)
 - 1 - Outdoor Equipment Maintenance Staff (WG 4)
 - 2 - Customer Service Staff (NF 2/GS 5), minimum required
 - * - The number of Guides (NF 2/GS 5) on staff is dependent on program demands and industry standards.

- **Small Installation: (501 - 3,000)**
Bases with smaller eligible user populations are not required to have an outdoor recreation program
 - 1 - Director, Outdoor Recreation Specialist (NF 3/GS 7)
 - 1 - Equipment Maintenance Staff (WG 4)
 - 3 - Customer Service Staff (NF 2/GS 5)
 - * - The number of Guides (NF 2/GS 5) on staff is dependent on program demands and industry standards.

- **Extra Small Installation: (0 - 500)**
Bases with smaller eligible user populations are not required to have an outdoor recreation program
 - 1 - Director, Outdoor Recreation Specialist (NF 3/GS 7)
 - 1 - Equipment Maintenance Staff (WG 4)
 - 3 - Customer Service Staff (NF 2/GS 5)
 - * - The number of Guides (NF 2/GS 5) on staff is dependent on program demands and industry standards.

**Score Sheet
Outdoor Recreation
Metric 1.1**

Step 1 Find the staffing standard that applies to your size installation, utilizing the table below.

IF YOU SERVE	THEN
An active duty population >14,000.	Go to page 1.1.7
An active duty population that is 7,000-14,000.	Go to page 1.1.9
An active duty population that is 3,000-6,999.	Go to page 1.1.11
An active duty population that is 501-2,999.	Go to page 1.1.13
An active duty population <501.	Go to page 1.1.15

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Percent Staffing Level Achieved

Extra Large Installation			A	
Step 2			Meet Standard	Filled Below Standard
Circle the number in column (A) that applies to your program for each position in the standard.				
TITLE	GRADE	QTY		
Director, Outdoor Recreation Specialist.	(NF4/GS11)	1	1	0.5
Program Manager, Outdoor Recreation Specialist.	(NF4/GS9)	1	1	0.5
Rental and Retail Shop Manager, Outdoor Recreation Specialist.	(NF3/GS9)	1	1	0.5
Outdoor Equipment Maintenance Staff.	(WG4-8)	2	1	0.5
Customer Service Staff.	(NF2/GS5)	2 min.	1	0.5
Appropriate number of guides and instructors, based on program demands and industry standards.	(NF2/GS5)	varies	1	0.5
Step 3				
Add the circled numbers and enter total.				

Step 4 Compute your percent compliance:

$$A \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Staffing Level Achieved

Large Installation			A		
Step 2	Circle the number in column (A) that applies to your program for each position in the standard.				
			Meet Standard	Filled Below Standard	
TITLE	GRADE	QTY			
Director, Outdoor Recreation Specialist.	(NF4/GS11)	1	1	0.5	
Program Manager, Outdoor Recreation Specialist.	(NF4/GS9)	1	1	0.5	
Rental and Retail Shop Manager, Outdoor Recreation Specialist.	(NF3/GS9)	1	1	0.5	
Outdoor Equipment Maintenance Staff.	(WG4-8)	1	1	0.5	
Customer Service Staff.	(NF2/GS5)	2 min.	1	0.5	
Appropriate number of guides and instructors, based on program demands and industry standards.	(NF2/GS5)	varies	1	0.5	
Step 3	Add the circled numbers and enter total.				

Step 4 Compute your percent compliance:

$$A \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Staffing Level Achieved

Medium Installation			A	
Step 2	Circle the number in column (A) that applies to your program for each position in the standard.			
			Meet Standard	Filled Below Standard
TITLE	GRADE	QTY		
Director, Outdoor Recreation Specialist.	(NF4/GS)	1	1	0.5
Program Manager, Outdoor Recreation Specialist.	(NF3/GS7)	1	1	0.5
Outdoor Equipment Maintenance Staff.	(WG4)	1	1	0.5
Customer Service Staff.	(NF2/GS5)	2 min.	1	0.5
Appropriate number of guides and instructors, based on program demands and industry standards.	(NF2/GS5)	varies	1	0.5

Step 3 Add the circled numbers and enter total.

Step 4 Compute your percent compliance:

$$A \div 5 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Staffing Level Achieved

Small Installation			A	
Step 2	Circle the number in column (A) that applies to your program for each position in the standard.			
			Meet Standard	Filled Below Standard
	TITLE	GRADE	QTY	
	Director, Outdoor Recreation Specialist.	(NF3/GS7)	1	1 0.5
	Equipment Maintenance Staff.	(WG4)	1	1 0.5
	Customer Service Staff.	(NF2/GS5)	2 min.	1 0.5
	Appropriate number of guides and instructors, based on program demands and industry standards.	(NF2/GS5)	varies	1 0.5
Step 3	Add the circled numbers and enter total.			

Step 4 Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Staffing Level Achieved

Extra Small Installation			A	
Step 2	Circle the number in column (A) that applies to your program for each position in the standard.			
			Meet Standard	Filled Below Standard
TITLE	GRADE	QTY		
Director, Outdoor Recreation Specialist.	(NF3/GS7)	1	1	0.5
Equipment Maintenance Staff.	(WG4)	1	1	0.5
Customer Service Staff.	(NF2/GS5)	2 min.	1	0.5
Appropriate number of guides and instructors, based on program demands and industry standards.	(NF2/GS5)	varies	1	0.5
Step 3	Add the circled numbers and enter total.			

Step 4 Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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NAVY OUTDOOR RECREATION PROGRAM PERSONNEL

METRIC 1.2

Percent With Appropriate Qualifications

PURPOSE OF THIS METRIC

To measure the degree of compliance with personnel qualification standards.

REFERENCES/ SOURCES

- Department of the Navy MWR Master Plan
- BUPERSINST 1710.11, Operation of Morale Welfare and Recreation (MWR) Programs
- Air Force Instruction 34-268, Outdoor Recreation Programs and Procedures
- The Outdoor Programmer's Resource Guide, Outdoor Recreation Coalition of America and Sporting Goods Manufacturers' Association
- Navy Outdoor Recreation Baseline Assessment, David Webb, 1998

NOTES

NOR hires staff members who are qualified. If they are not initially qualified they will be trained to be competent, knowledgeable, and skilled. Qualifications apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers.

**Navy Outdoor Recreation Program
Program Standards and Metrics**

**NOTES
(cont.)**

Staff who do not have the expertise to repair, maintain, demonstrate, and competently outfit or rent equipment are not hired, or if employed, not put into situations where this will occur.

Certifications needed depend on the activity. For example, staff-repairing bicycles are certified as bike mechanics, and ski-binding mechanics must have certification from the binding's manufacturer.

Standards

1.2.1 All NOR staff members will meet the education **and** job experiences qualifications listed for their positions at the appropriate size base.

Find the qualification standards that apply to your size installation utilizing the following table.

IF YOU SERVE	THEN
An active duty population >14,000	Go to page 1.2.4
An active duty population that is 7,000-14,000	Go to page 1.2.5
An active duty population that is 3,000-6,999	Go to page 1.2.6
An active duty population that is 501-2,999	Go to page 1.2.7
An active duty population <501	Go to page 1.2.8

**Navy Outdoor Recreation Program
Program Standards and Metrics**

1.2.1 Extra Large Installation

Position	Education	On The Job Specialized Experience Required
Director, Outdoor Recreation Specialist	Bachelors degree in a related field	Three years
Programs Manager, Outdoor Recreation Specialist	Bachelors or equivalent	Two years
Rental and Retail Shop Manager, Outdoor Recreation Specialist	Bachelors or equivalent	Two years
Outdoor Equipment Maintenance Staff	Vocational or trade school training	Two years
Customer Service Staff	High school diploma	N/A
Part-time Activity Specific, Lead Guides and Instructors	High school diploma	Two years
Part-time Activity Specific, Assistant Guides and Instructors	High school diploma	One year

1.2.1 Large Installation

Position	Education	On The Job Specialized Experience Required
Director, Outdoor Recreation Specialist	Bachelors degree in a related field	Three years
Programs Manager, Outdoor Recreation Specialist	Bachelors or equivalent	Two years
Rental and Retail Shop Manager, Outdoor Recreation Specialist	Bachelors or equivalent	Two years
Outdoor Equipment Maintenance	Vocational or trade school training	Two years
Customer Service Staff	High school diploma	N/A
Part-time Activity Specific, Lead Guides and Instructors	High school diploma	Two years
Part-time Activity Specific, Assistant Guides and Instructors	High school diploma	One year

**Navy Outdoor Recreation Program
Program Standards and Metrics**

1.2.1 Medium Installation

Position	Education	On The Job Specialized Experience
Director, Outdoor Recreation Specialist	Bachelors degree in a related field	Three years
Programs Manager, Outdoor Recreation Specialist	Bachelors Degree or equivalent	Two years
Outdoor Equipment Maintenance Staff	Vocational or trade school training	Two years
Customer Service Staff	High school diploma	N/A
Part-time Activity Specific, Lead Guides and Instructors	High school diploma	Two years
Part-time Activity Specific, Assistant Guides and Instructors	High school diploma	One year

Percent With Appropriate Qualifications

1.2.1 Small Installation

Position	Education	On The Job Specialized Experience
Director, Outdoor Recreation Specialist	Bachelors degree in a related field	Two years
Equipment Maintenance Staff	High school diploma	Two years
Customer Service Staff	High school diploma	N/A
Part-time Activity Specific, Lead Guides and Instructors	High school diploma	Two years
Part-time Activity Specific, Assistant Guides and Instructors	High school diploma	One year

**Navy Outdoor Recreation Program
Program Standards and Metrics**

1.2.1 Extra Small Installation

Position	Education	On The Job Specialized Experience
Director, Outdoor Recreation Specialist	Bachelors degree in a related field	Two years
Equipment Maintenance Staff	High school, or vocational training	Two years
Customer Service Staff	High school degree	N/A
Part-time Activity Specific, Lead Guides and Instructors	High school degree	Two years
Part-time Activity Specific, Assistant Guides and Instructors	High school degree	One year

**Score Sheet
Outdoor Recreation
Metric 1.2**

Step 1 Find the qualification standard score sheet that applies to your size base, utilizing the table below.

IF YOU SERVE	THEN
An active duty population >14,000	Go to page 1.2.11
An active duty population that is 7,000-14,000	Go to page 1.2.13
An active duty population that is 3,000-6,999	Go to page 1.2.15
An active duty population that is 501-2,999	Go to page 1.2.17
An active duty population <500	Go to page 1.2.19

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Percent With Appropriate Qualifications

Extra Large Installation		A	B
Step 2	Circle the appropriate response in column A and B.	Meet Education Requirement	Meet Experience Requirement
	Director, Outdoor Recreation Specialist	1	1
	Program Manager, Outdoor Recreation Specialist	1	1
	Rental and Retail Shop Manager, Outdoor Recreation Specialist	1	1
	Outdoor Equipment Maintenance Staff	1	1
	Customer Service Staff	1	N/A
	Part-time Activity Specific, Lead Guides and Instructors	1	1
	Part-time Activity Specific, Assistant Guides and Instructors	1	1
Step 3	Add the circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:

$$A + B \div 13 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent With Appropriate Qualifications

Large Installation		A	B
Step 2	Circle the appropriate response in column A and B.	Meet Education Requirement	Meet Experience Requirement
	Director, Outdoor Recreation Specialist	1	1
	Program Manager, Outdoor Recreation Specialist	1	1
	Rental and Retail Shop Manager, Outdoor Recreation Specialist	1	1
	Outdoor Equipment Maintenance Staff	1	1
	Customer Service Staff	1	N/A
	Part-time Activity Specific, Lead Guides and Instructors	1	1
	Part-time Activity Specific, Assistant Guides and Instructors	1	1
Step 3	Add the circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:

$$A + B \div 13 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent With Appropriate Qualifications

Medium Installation		A	B
Step 2	Circle the appropriate response in column A and B.	Meet Education Requirement	Meet Experience Requirement
	Director, Outdoor Recreation Specialist	1	1
	Program Manager, Outdoor Recreation Specialist	1	1
	Outdoor Equipment Maintenance Staff	1	1
	Customer Service Staff	1	N/A
	Part-time Activity Specific, Lead Guides and Instructors	1	1
	Part-time Activity Specific, Assistant Guides and Instructors	1	1
Step 3	Add the circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:
 $A + B \div 11 \times 100 = \% \text{ Compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent With Appropriate Qualifications

Small Installation		A	B
Step 2	Circle the appropriate response in column A and B.	Meet Education Requirement	Meet Experience Requirement
	Director, Outdoor Recreation Specialist	1	1
	Equipment Maintenance Staff	1	1
	Customer Service Staff	1	N/A
	Part-time Activity Specific, Lead Guides and Instructors	1	1
	Part-time Activity Specific, Assistant Guides and Instructors	1	1
Step 3	Add the circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:
 $A + B \div 9 \times 100 = \text{your compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent With Appropriate Qualifications

Extra Small Installation		A	B
Step 2	Circle the appropriate response in column A and B.	Meet Education Requirement	Meet Experience Requirement
	Director, Outdoor Recreation Specialist	1	1
	Equipment Maintenance Staff	1	1
	Customer Service Staff	1	N/A
	Part-time Activity Specific, Lead Guides and Instructors	1	1
	Part-time Activity Specific, Assistant Guides and Instructors	1	1
Step 3	Add the circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:
 $A + B \div 9 \times 100 = \text{your compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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NAVY OUTDOOR RECREATION PROGRAM PERSONNEL

METRIC 1.3

Percent Receiving Required Training

PURPOSE OF THIS METRIC

To measure the degree of compliance with staff training standards prescribed for NOR.

REFERENCES/ SOURCES

-
- Department of the Navy MWR Master Plan
 - BUPERSINST 1710.11, Operation of Morale Welfare and Recreation (MWR) Programs
 - Air Force Instruction 34-268, Outdoor Recreation Programs and Procedures
 - The Outdoor Programmer's Resource Guide, Outdoor Recreation Coalition of America and Sporting Goods Manufacturers' Association
 - Navy Outdoor Recreation Baseline Assessment, David Webb, 1998
 - Effective Leadership in Adventure Programming, Simon Priest, Michael Glass,

NOTES

Participation in Navy and outdoor-related conferences, courses, workshops, and training clinics is required.

All employees through ongoing training and reinforcement emphasize the importance of a consistently high level of customer service.

**Navy Outdoor Recreation Program
Program Standards and Metrics**

**NOTES
(cont.)**

All staff receives training appropriate to and required of their specific job duties and responsibilities. Staff should try to complete MWR training as soon as possible.

Certification and training are dependent on your inventory and programs. Training and certification match and meet the needs of customer services provided by the operation.

Training Standards for NOR

- 1.3.1** All employees who have been employed 90 days or more have completed the local base indoctrination program.
- 1.3.2** All employees who have been employed for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations (AECR) course.
- 1.3.3** All employees who have been employed for 90 days or more have completed training/certification in the following:
- CPR/First Aid.
 - Local emergency procedures (e.g., who to call, authorized emergency expenditures).
- 1.3.4** Managers and supervisors who have been employed for 12 months or more have completed the MWR Managers' Course.
- 1.3.5** Managers and supervisors who have been employed for 18 months or more have completed the Leadership Skills for Managers (LSFM) Course.
- 1.3.6** Supervisors who have been employed for 18 months or more have completed the Star Service: Coaching for Extraordinary Service (CfES) course.
- 1.3.7** Each NOR program 188/189 series staff member attends at least one outdoor recreation related trade show every two years.
- 1.3.8** A written in-house training program plan is in place and on file for all staff members.

- 1.3.9** A written individual training plan for each staff member is required, and on file.
- 1.3.10** Review of the following items are included in each staff member's indoctrination:
- The NOR's SOP
 - MWR and NOR's philosophy, ethics, goals, and objectives
 - Health and safety principles
 - Cash handling and controls
 - Marketing
 - Equipment maintenance program
 - Medical emergency procedures
- 1.3.11** Appropriate first aid/first responder certification is current within the first 90 days of employment for all employees.
- 1.3.12** All employees complete customer service training yearly.
- 1.3.13** After the first 12 months of employment/assignment each staff member receives a minimum of twenty hours of professional, operant level training a year to update or learn new skills, and improve job performance. Proof of training with instructor contact hours awarded is required to meet this standard.
- 1.3.14** **Program Certification Levels - Outdoor Adventure Pursuits**
There may be several well-known and acceptable certifications available for one specific activity. What is important is that certification is acquired through nationally/internationally recognized organizations who are acknowledged in the outdoor recreation community and industry as being leaders in the field of their expertise. The examples of certifications listed on the next three page are not all-inclusive and may not be your only allowable choice.

The certifications apply to those who are guiding, leading, or instructing a specific outdoor activity. If your NOR program doesn't conduct these activities in-house, the certification levels do not apply to your staff.

Assistant guides and instructors work under the immediate supervision of the lead guide or instructor and are not required to meet the certification levels.

These certifications do not apply to bus, van, shuttle drivers, ski bus hosts, tour guides, etc. or any others who are not guiding, leading, or instructing adventure pursuits including programs who only rent equipment. All programs will operate according to the standards and protocol of the lead instructor or guide's affiliated certifying organization or association.

**Navy Outdoor Recreation Program
Program Standards and Metrics**

Program Activity	Certification	Possible Certifying Agency
1. Alpine Skiing **	<ul style="list-style-type: none"> • Certified Level 1 or higher 	<ul style="list-style-type: none"> • Professional Ski Instructors of America – www.psia.org • Canadian Ski Instructors Association • British Association of Snowsport Instructors - www.basi.org.uk
2. Nordic Skiing**	<ul style="list-style-type: none"> • Certified Level 1 or higher 	
3. Snowboarding **	<ul style="list-style-type: none"> • Certified Level 1 or higher 	
4. Snowshoeing	<ul style="list-style-type: none"> • Wilderness Medical Training • Leave no Trace 	<ul style="list-style-type: none"> • Leave No Trace www.lnt.org
5. Winter activities conducted in the backcountry	<ul style="list-style-type: none"> • Ski Operations Level 1 Avalanche Safety (Canadian) or • Avalanche Safety Course Level II (US) and • Wilderness Medical Training* and • Leave No Trace Training 	<ul style="list-style-type: none"> • Canadian Avalanche Association www.avlanche.ca • Avalanche Safety Courses www.csac.org • Leave No Trace - www.lnt.org
6. Survival	<ul style="list-style-type: none"> • Military or • Outdoor Educator Course • Leave No Trace Training and • Wilderness Medical Training* 	<ul style="list-style-type: none"> • Military • Boulder Outdoor Survival School www.boss-inc.com • Leave No Trace www.lnt.org
7. Orienteering	<ul style="list-style-type: none"> • Leave No Trace Training and • Wilderness Medical Training* and • Orienteering training through an Organization and sanctioned events are recommended but not required. 	<ul style="list-style-type: none"> • Leave No Trace www.lnt.org • US Orienteering Federation www.us.orienteering.org • International Orientation Federation www.orienteering.org
8. Hiking	<ul style="list-style-type: none"> • Leave No Trace Training and • Wilderness Medical Training* 	<ul style="list-style-type: none"> • Leave No Trace www.lnt.org
9. Backpacking	<ul style="list-style-type: none"> • Leave No Trace Training and • Wilderness Medical Training* 	<ul style="list-style-type: none"> • Leave No Trace www.lnt.org
10. Camping	<ul style="list-style-type: none"> • Leave No Trace Training and • Wilderness Medical Training* 	<ul style="list-style-type: none"> • Leave No Trace www.lnt.org
11. Horseback Riding & Pack Animals	<ul style="list-style-type: none"> • Leave No Trace Training and • Wilderness Medical Training* 	<ul style="list-style-type: none"> • Leave No Trace www.lnt.org

* See table on page 1.3.8 to determine required level of training.

** Programs operating within ski resort boundaries.

Percent Receiving Required Training

Program Activity	Certification	Possible Certifying Agency
12. Rope Rock Climbing: Top Roping, Bouldering, & One Pitch Rappelling	<ul style="list-style-type: none"> • Top Rope Course and • Wilderness Medical Training* and • Leave no Trace Training 	<ul style="list-style-type: none"> • American Mountain Guides Association (AMGA) www.amga.com • Association of Canadian Mountain Guides – acmg@telusplanet.net • Swiss Mountain Guides Association
13. Rock Climbing: Multi-pitch Lead Climbing up to Grade III	<ul style="list-style-type: none"> • Level 1 Certified Rock Climbing Guide (AMGA) and • Leave no Trace Training and • Wilderness Medical Training * 	
14. Rock Climbing in all non-glaciated environments up to Grade V	<ul style="list-style-type: none"> • Certified Rock Climbing Guide (AMGA) and • Leave no Trace Training and • Wilderness Medical Training * 	
15. Climbing Walls	<ul style="list-style-type: none"> • Climbing Gym Association Accreditation 	<ul style="list-style-type: none"> • Outdoor Recreation Coalition of America - www.orca.org
16. Rope Courses	<ul style="list-style-type: none"> • Advanced Skills and Standards 	<ul style="list-style-type: none"> • Project Adventure - www.pa.org
17. Caving	<ul style="list-style-type: none"> • Cave Rescue Operations and Management Seminar Level III and • Leave no Trace Training 	<ul style="list-style-type: none"> • National Cave Rescue Commission www.caves.org/io/ncrc
18. Mountain Biking	<ul style="list-style-type: none"> • Wilderness Medical Training * and • Basic Bicycle Maintenance and • Leave no Trace Training 	<ul style="list-style-type: none"> • Leave No Trace www.lnt.org
19. Urban Bicycling	<ul style="list-style-type: none"> • Basic Bicycle Maintenance and • Wilderness Medical Training * 	<ul style="list-style-type: none"> • Adventure Cycling www.adv-cycling.org
20. BMX	<ul style="list-style-type: none"> • Sanction by the American Bicycle Association 	<ul style="list-style-type: none"> • American Bicycle Association www.ababmx.com
21. Canoeing	<ul style="list-style-type: none"> • Instructor certification for the water and craft used, and • Leave no Trace Training 	<ul style="list-style-type: none"> • American Canoe Association www.acanet.org • Leave No Trace www.lnt.org • RSQH - www.waterrescue.com
22. Sea Kayaking	<ul style="list-style-type: none"> • Instructor certification for the water and craft used, and • Leave no Trace Training 	
23. White Water Activities: Rafting, Kayaking, & Canoeing	<ul style="list-style-type: none"> • Leave No Trace Training and • Swift Water Rescue (for moving water only) 	

* See table on page 1.3.8 to determine required level of training

**Navy Outdoor Recreation Program
Program Standards and Metrics**

Program Activity	Certification	Possible Certifying Agency
24. Board & Kayak Surfing	<ul style="list-style-type: none"> Instructor has KSA for the activity and Instructor Certification for craft and water used and Wilderness Medical Training * and Leave no Trace Training 	<ul style="list-style-type: none"> In-house American Canoe Association www.acanet.org
25. Scuba Diving	<ul style="list-style-type: none"> Full certification for the level of Instruction and services provided 	<ul style="list-style-type: none"> National Association of Underwater Instructors www.nauui.org Professional Association of Diving Instructors www.padi.com
26. Snorkeling	<ul style="list-style-type: none"> Skin Diving Instructor 	
27. Mountaineering	<ul style="list-style-type: none"> Alpine Guide Advanced Alpine Guide 	<ul style="list-style-type: none"> American Mountain Guides Association (AMGA) www.amga.com

28. *Wilderness Medical Training	Certification	Possible Certifying Agency
Wilderness First Responder (WFR) is required for any activities conducted when transport to a hospital level facility will take more than two hours. This doesn't include: <ul style="list-style-type: none"> Commercial ski areas and other commercial areas where medical attention is available. 	<ul style="list-style-type: none"> Wilderness First Responder 	<ul style="list-style-type: none"> Wilderness Medical Associate www.wildmed.com Wilderness Medicine Institute - www.nols.edu/wmi Stonehearth Open Learning Opportunities www.soloschools.com
Wilderness First Aid(WFA) is required for activities that aren't facility based and conducted when transport to a hospital level facility will take less than two hours.	<ul style="list-style-type: none"> Wilderness First Aid 	

Certification Levels for Outdoor Recreation Rental Center Staff

- 1.3.15** There may be well-known and acceptable certifications available for one specific activity. What is important is that certification is acquired through nationally/internationally recognized organizations who are acknowledged in the outdoor recreation community and industry as being leaders in the field of their expertise. The examples of certifications listed are not all-inclusive and may not be your only allowable choice.

Certification and training are dependent on the rental center's inventory and programs. Training and certification match and meet the needs of customer services provided by the operation.

All programs will operate according to the standards and protocol of the affiliated certifying organization or association.

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Percent Receiving Required Training

Position and Program Activity	Degree, Certifications, or Training	Required Certifying Agency or Trainer
Director and Rental Shop Manager		
1. General	<ul style="list-style-type: none"> Local annual safety training 	<ul style="list-style-type: none"> Local Base Safety Department
2. Bicycles	<ul style="list-style-type: none"> Basic Bicycle Repair Managing the Service Department 	<ul style="list-style-type: none"> Barnett Bicycle Institute www.bbinstitute.com United Bicycle Institute www.bikeschool.com
3. Ski & Snowboard	<ul style="list-style-type: none"> Rental Management Seminar Service Center Management Rental Management Seminar 	<ul style="list-style-type: none"> Vermont Safety Research www.vermontskisafety.com
4. SCUBA	<ul style="list-style-type: none"> Authorized Manufacture Certification Professional Equipment Repair Technician 	<ul style="list-style-type: none"> Various Manufactures Hall's Diving Center www.hallsdiving.com
Equipment Maintenance Staff		
5. General	<ul style="list-style-type: none"> Local annual safety training 	<ul style="list-style-type: none"> Local Base Safety Department
6. Bicycles	<ul style="list-style-type: none"> Basic Bicycle Repair Certification 	<ul style="list-style-type: none"> Barnett Bicycle Institute www.bbinstitute.com United Bicycle Institute www.bikeschool.com
7. Ski & Snowboard	<ul style="list-style-type: none"> Alpine & Nordic Bindings Certification Ski Tuning & Repair Snowboard Tuning & Repair 	<ul style="list-style-type: none"> Vermont Safety Research www.vermontskisafety.com
8. Small Engines	<ul style="list-style-type: none"> Equipment and Engine Repair Training and Certification. Acquired from boat, and outdoor power equipment manufacturers or distributors. Example: Briggs & Stratton Authorized Field Service Schools 	<ul style="list-style-type: none"> Manufacturing or industry representative Briggs & Stratton www.briggsandstratton.com
9. SCUBA	<ul style="list-style-type: none"> Authorized Manufacture Certification Professional Equipment Repair Technician 	<ul style="list-style-type: none"> Various Manufactures Hall's Diving Center www.hallsdiving.com
Customer Service Staff		
10. General	<ul style="list-style-type: none"> Local annual safety training 	<ul style="list-style-type: none"> MWR Department American Red Cross or equivalent Local Base Safety Department

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**Score Sheet
Outdoor Recreation
Metric 1.3**

Step 1 Circle the appropriate response in the met, or Not Applicable column

Standards		A Met	B NA
Training Standards			
1.3.1	New employees complete indoctrination within 90 days on job	1	
1.3.2	Star Service (AEER) training completed by all staff within 90 days of hire	1	
1.3.3	Adult and child CPR certificate current within 90 days of hire date	1	
1.3.4	Designated staff completed MWR Manager's course	1	
1.3.5	Designated staff completed MWR LFSM course	1	
1.3.6	Star Service (CfES) training completed by all staff within 18 months of hire	1	
1.3.7	Attend at least one outdoor related trade show per year	1	
1.3.8	Training program plan in place and on file for all staff members	1	
1.3.9	Individual training plan in place and on file for each staff member	1	
1.3.10	Reviewed designated items in indoctrination	1	
1.3.11	Appropriate first aid/first responder course current within 90 days	1	
1.3.12	Customer service training completed each year by all employees	1	
1.3.13	20 hours of professional training each year by all staff members	1	
1.3.14 Program Certification Levels - Outdoor Adventure Pursuits			
1.3.14.1	Alpine skiing	1	1
1.3.14.2	Nordic skiing	1	1
1.3.14.3	Snowboarding	1	1
1.3.14.4	Snowshoeing	1	1
1.3.14.5	Winter activities in backcountry	1	1
1.3.14.6	Survival	1	1
1.3.14.7	Orienteering	1	1
1.3.14.8	Hiking	1	1
1.3.14.9	Backpacking	1	1
1.3.14.10	Camping	1	1
1.3.14.11	Horseback riding and pack animals	1	1
1.3.14.12	Rock climbing - Top roping, bouldering, etc...	1	1
1.3.14.13	Rock climbing - Multi-pitch lead climbing	1	1
1.3.14.14	Rock climbing – Up to Grade V – non-glaciated environments	1	1
1.3.14.15	Climbing walls	1	1
1.3.14.16	Challenge courses	1	1
1.3.14.17	Caving	1	1
1.3.14.18	Mountain Biking	1	1

**Navy Outdoor Recreation Program
Program Standards and Metrics**

Standards (cont.)		A Met	B NA
1.3.14.19	Urban Cycling	1	1
1.3.14.20	BMX	1	1
1.3.14.21	Canoeing	1	1
1.3.14.22	Sea Kayaking	1	1
1.3.14.23	White water activities	1	1
1.3.14.24	Board and kayak surfing	1	1
1.3.14.25	SCUBA diving	1	1
1.3.14.26	Snorkeling	1	1
1.3.14.27	Mountaineering	1	1
1.3.14.28	Appropriate wilderness medical training	1	
1.3.15	Certification Levels for Outdoor Recreation Rental Center Staff		
	Director and rental shop manager		
1.3.15.1	General	1	1
1.3.15.2	Bicycles	1	1
1.3.15.3	Ski and Snowboard	1	1
1.3.15.4	Scuba	1	1
	Equipment maintenance staff		
1.3.15.5	General	1	1
1.3.15.6	Bicycles	1	1
1.3.15.7	Ski & Snowboard	1	1
1.3.15.8	Small Engines	1	1
	Equipment		
1.3.15.9	Scuba	1	1
	Customer Service Staff		
1.3.15.10	General	1	1

Step 3 Add the circled numbers in column A & B and enter totals.

--	--

Step 4 Compute your percent compliance:

$$A \div 51 - B \times 100 = \text{your compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.3.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

Percent Receiving Required Training

NAVY OUTDOOR RECREATION PROGRAM FACILITIES

METRIC 2.1

Percent of Facility Inventory (Volume) in Compliance With Standards

**PURPOSE
OF THIS
METRIC**

To determine the degree of compliance with prescribed facility size requirements for all Outdoor Recreation facilities.

**REFERENCES/
SOURCES**

- NAVFAC P-80
 - Unified Facilities Criteria (4-740-37)
-

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Standards

2.1.1 Utilizing the table below, find your size installation to determine the minimum square footage requirement for your NOR facility. This does not take into account any outside area(s) that you may have. These figures are taken from the Unified Facilities Criteria.

IF YOU SERVE	THEN YOU SHOULD HAVE A MINIMUM
An active duty population >14,000	15,000 square feet
An active duty population that is 7,000-14,000	9,000 square feet
An active duty population that is 3,000-6,999	7,000 square feet
An active duty population that is 501-2,999	5,000 square feet
An active duty population that is <501	4,000 square feet

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**Score Sheet
Outdoor Recreation
Metric 2.1**

Step 1 Find your size installation utilizing the table below.

IF YOU SERVE	THEN
An active duty population >14,000	Go to page 2.1.7
An active duty population that is 7,000-14,000	Go to page 2.1.9
An active duty population that is 3,000-6,999	Go to page 2.1.11
An active duty population that is 501-2,999	Go to page 2.1.13
An active duty population <501	Go to page 2.1.15

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Percent of Facilities Inventory (Volume) in Compliance With Standards

Extra Large Installation

Step 2 Find the square footage of your facility in Column A below.

A Total Sq. Ft	B % Compliance	C Score
>15,000	100	10
13,500-14,999	90	9
12,000-13,499	80	8
10,500-11,999	70	7
9,000-10,499	60	6
7,500-8,999	50	5
6,000-7,499	40	4
4,500-5,999	30	3
3,000-4,499	20	2
1,500-2,999	10	1
<1,500	0	0

Step 3 Circle the % Compliance in column B and place that number in the “performance” block for metric 2.1.

Step 4 Circle the corresponding Score from column C and place that number in the “score” block for metric 2.1.

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Percent of Facilities Inventory (Volume) in Compliance With Standards

Large Installation

Step 2 Find the square footage of your facility in Column A below.

A Total Sq. Ft	B % Compliance	C Score
>9,000	100	10
8,100-8,999	90	9
7,200-8,099	80	8
6,300-7,199	70	7
5,400-6,299	60	6
4,500-5,399	50	5
3,600-4,499	40	4
2,700-3,599	30	3
1,800-2,699	20	2
900-1,799	10	1
<900	0	0

Step 3 Circle the % Compliance in column B and place that number in the “performance” block for metric 2.1.

Step 4 Circle the corresponding Score from column C and place that number in the “score” block for metric 2.1.

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Percent of Facilities Inventory (Volume) in Compliance With Standards

Medium Installation

Step 2 Find the square footage of your facility in Column A below.

A Total Sq. Ft	B % Compliance	C Score
>7,000	100	10
6,300-6,999	90	9
5,600-6,299	80	8
4,900-5,599	70	7
4,200-4,899	60	6
3,500-4,199	50	5
2,800-3,499	40	4
2,100-2,799	30	3
1,400-2,099	20	2
700-1,399	10	1
<700	0	0

Step 3 Circle the % Compliance in column B and place that number in the “performance” block for metric 2.1.

Step 4 Circle the corresponding Score from column C and place that number in the “score” block for metric 2.1.

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Percent of Facilities Inventory (Volume) in Compliance With Standards

Small Installation

Step 2 Find the square footage of your facility in Column A below.

A Total Sq. Ft	B % Compliance	C Score
>5,000	100	10
4,500-4,999	90	9
4,000-4,499	80	8
3,500-3,999	70	7
3,000-3,499	60	6
2,500-2,999	50	5
2,000-2,499	40	4
1,500-1,999	30	3
1,000-1,499	20	2
500-999	10	1
<500	0	0

Step 3 Circle the % Compliance in column B and place that number in the “performance” block for metric 2.1.

Step 4 Circle the corresponding Score from column C and place that number in the “score” block for metric 2.1.

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Percent of Facilities Inventory (Volume) in Compliance With Standards

Extra Small Installation

Step 2 Find the square footage of your facility in Column A below.

A Total Sq. Ft	B % Compliance	C Score
>4,000	100	10
3,600-3,999	90	9
3,200-3,599	80	8
2,800-3,199	70	7
2,400-2,799	60	6
2,000-2,399	50	5
1,600-1,999	40	4
1,200-1,599	30	3
800-1,199	20	2
400-799	10	1
<400	0	0

Step 3 Circle the % Compliance in column B and place that number in the “performance” block for metric 2.1.

Step 4 Circle the corresponding Score from column C and place that number in the “score” block for metric 2.1.

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NAVY OUTDOOR RECREATION PROGRAM FACILITIES

METRIC 2.2

Percent of Facilities Meeting Required Qualitative Elements

**PURPOSE
OF THIS
METRIC**

To determine the degree of compliance with prescribed facility quality standards.

**REFERENCES/
SOURCES**

- NAVFAC P-80
 - DD FORM 1391
 - General Development Map
 - Shore Facility Planning Document
 - Navy Outdoor Recreation Baseline Assessment, David Webb, 1998
 - Unified Facilities Criteria (4-740-37)
-

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Qualitative Facility Standards

- 2.2.1 The appropriate request form is prepared and submitted for all identified facility deficiencies.
- 2.2.2 Facilities are attractive, clean, uncluttered, and well maintained, according to base and department safety standards.
- 2.2.3 The director or manager inspects all facilities at least once a week encompassing all interior and exterior areas and a record of the inspections is kept on file for one year.
- 2.2.4 An employee is assigned to inspect and police the facility and grounds daily and findings will be kept on file.
- 2.2.5 Interior NOR space decorations are reflective of the season.
- 2.2.6 A dedicated building or a separate space for outdoor adventure programming is in place.
- 2.2.7 Outside entryways are locking double doors/bay door with flush sills and sufficient height to facilitate movement of equipment.
- 2.2.8 Floors are covered with a durable, non-skid and resilient material that can withstand hard usage. The floor is moisture-proof, and its surface is resistant to detergent and corrosive materials damage.
- 2.2.9 Proper temperature, humidity and air circulation levels as determined/prescribed by Industrial Hygiene or other authoritative unit are maintained in the building.

**Navy Outdoor Recreation Program
Program Standards and Metrics**

- 2.2.10** An outside area with electrical outlets, water and drainage for washing gear is adjacent to the Outdoor Recreation equipment rental facility.
- 2.2.11** Inside gear cleaning, and drying area with an operational industrial strength washer, deep sink, and dryer are located within the NOR Facility.
- 2.2.12** The equipment repair room/area is well lighted and ventilated.
- 2.2.13** The interior Outdoor Recreation gear storage room/space/area is secure and convenient to the rental/check-out operation.
- 2.2.14** Interior space floor plan is designed to allow for grouping of like activities/programs and to maximize efficiency and customer service.
- 2.2.15** A classroom/area large enough to conduct training for twenty people with adequate space for two instructors and demonstration exists.
- 2.2.16** A customer service area with a dedicated service counter and surrounding area large enough to accommodate patrons at peak demand times exists.
- 2.2.17** Rental equipment display area exists, and is accessible to customers.
- 2.2.18** Well-lighted, secure sale area with slat-wall exists.
- 2.2.19** Customer dressing room(s) are located in the NOR facility.
- 2.2.20** A resource/information area exists.

Percent of Facilities Meeting Required Qualitative Elements

- 2.2.21** An administrative space free from the distractions of the day-to-day operations exists.
- 2.2.22** Staff lockers are located in the NOR facility.
- 2.2.23** Highly visible well lit outside signs which meet the station's signage policy are in place.
- 2.2.24** Patron parking, gear pick-up and return parking is adequate for demand.
- 2.2.25** The NOR facility is identified on the station's comprehensive/master plan and/or general development map (GDM).
- 2.2.26** The NOR director/manager has a copy of the station's current Shore Facility Planning Document (SFPD) for category code 740-37.
- 2.2.27** Copies of all active NOR special projects forms/work request forms are on file in the NOR program office, and are reviewed regularly.
- 2.2.28** Safety HAZMAT flammable and storage areas adhere to local regulations.
- 2.2.29** A dedicated area for inspecting rental equipment exists.
- 2.2.30** A dedicated area for staff to take breaks/lunch exists.
- 2.2.31** Adequate storage area for rental equipment is available.

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Percent of Facilities Meeting Required Qualitative Elements

**Score Sheet
Outdoor Recreation
Metric 2.2**

Step 1 Circle the appropriate response in the met column

Standards		Met
2.2.1	DoD Form 1391 is prepared and completed	1
2.2.2	Attractive, clean, uncluttered facilities.	1
2.2.3	Inspect all facilities.	1
2.2.4	Employee assigned to inspect.	1
2.2.5	NOR space decorations.	1
2.2.6	Dedicated building.	1
2.2.7	Entryways are locking double doors.	1
2.2.8	Floors are durable, non-skid	1
2.2.9	Proper temperature, humidity.	1
2.2.10	An outside compound.	1
2.2.11	Inside gear cleaning.	1
2.2.12	Repair area well lighted and ventilated.	1
2.2.13	Outdoor Recreation gear is secure, convenient.	1
2.2.14	Floor plan designed for efficiency and customer service.	1
2.2.15	Classroom large enough.	1
2.2.16	Customer service area large enough.	1
2.2.17	Equipment display.	1
2.2.18	Well-lighted resale area.	1
2.2.19	Dressing rooms.	1
2.2.20	Resource/information area.	1
2.2.21	Administrative space.	1
2.2.22	Staff locker space.	1
2.2.23	Highly visible outside signs.	1
2.2.24	Patron parking.	1
2.2.25	NOR facility is identified on station master plan.	1
2.2.26	Have a copy of Shore Facility Planning Document (SFPD).	1
2.2.27	Copies of forms on file.	1
2.2.28	Safety HAZMAT	1
2.2.29	Dedicated area for inspecting rental equipment	1
2.2.30	Dedicated area for staff breaks/lunches	1
2.2.31	Dedicated area for storage of rental equipment	1

Step 2 Add the circled numbers and enter total.

--

**Navy Outdoor Recreation Program
Program Standards and Metrics**

Step 3 Compute your percent compliance:
Total \div 31 x 100 = your compliance

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 2.2.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

NAVY OUTDOOR RECREATION PROGRAM PROGRAMMING CORE ELEMENTS

METRIC 3.1

Percent of “Core” Program Elements Offered

PURPOSE OF THIS METRIC

To determine the percent of program elements offered by the Outdoor Recreation program compared to the required number of core program elements for the format selected.

REFERENCES/ SOURCES

- BUPERSINST 1710.11C
- Department of the Navy MWR Master Plan
- Navy Outdoor Recreation Baseline Assessment, David Webb, 1998

NOTES

Outdoor Adventure Centers:

The focus of these operations is typically human powered and specific to outdoor adventure activities. Human powered outdoor recreation typically consists of participating in physical adventure pursuits out-of-doors that don't involve motorized equipment. Hence, human powered. Traditionally athletics, sand volleyball, horseshoes, and softball, picnicking, recreational vehicles, and trailers are not considered human powered outdoor recreation.

“What distinguishes these activities and their enthusiasts from other, more mainstream outdoor pursuits and participants is an active interest in exploration-of one's surroundings, of one's limits-and a genuine appreciation of nature.” (Outdoor Recreation Collation of America's State of the Industry Report 2000)

**NOTES
(cont.)**

The program includes outdoor gear rentals, sales, instruction, repairs, trips, classes, and a resource and information center.

The activities offered preferably take place in a natural, front-country, backcountry, or wilderness environment. The name of the operation may reflect anything related to human powered outdoor pursuits. The name, image, and theme should be consistent with what is offered.

Outdoor Center & Other Rentals:

Combinations of the Rental Center and the Outdoor Adventure Center, with the stipulation they must each have their own identity and area. Not unlike a shopping mall, the Outdoor Adventure Center and Rental Center items are physically and visually separated into their own unique areas of the facility. They are marketed separately and have trained and specialized employees for each area. The name, image, and theme are consistent with what is offered. A typical example is an operation that rents camping trailers, motor boats, and other rentals, but also offers outdoor programs, trips, and classes. The trailers and motor boats can easily be visually and physically separated since they are usually stored outdoors.

Percent of “Core” Program Elements Offered

3.1.1 The Outdoor Recreation Program shall be organized into one of the following formats and shall provide all the program elements listed for that format.

Standards	Outdoor Adventure Center (OAC)	Outdoor Center and Other Rentals
3.1.1 Rentals	X*	X**
3.1.2 Sales	X*	X**
3.1.3 Repairs	X*	X**
3.1.4 Instruction and Trips	X	X
3.1.5 Information/Resources	X	X
3.1.6 Competitions	X	N/A

*Gear only includes human powered equipment.

** Gear may include non-human powered outdoor equipment.

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**Score Sheet
Outdoor Recreation
Metric 3.1**

Step 1 Select the format (A or B) that applies to your installation.

Formats		A	B
Step 2	Circle the number in the column A or B that applies to your program for each standard	OAC	Outdoor Center and other rentals
Standards			
3.1.1 Rentals		1	1
3.1.2 Sales		1	1
3.1.3 Repairs		1	1
3.1.4 Instruction and Trips		1	1
3.1.5 Information and resources		1	1
3.1.6 Competitions		1	N/A
Step 3	Add the circled numbers in the appropriate column and enter total.		

Step 4 Compute your percent compliance:

Column A total ÷ 6 x 100 = % Compliance

Or

Column B total ÷ 5 x 100 = % Compliance

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 3.1

Step 6 Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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NAVY OUTDOOR RECREATION PROGRAM PROGRAMMING QUALITY

METRIC 3.2

Percent of “Core” Program Elements in Compliance With Qualitative Standards

**PURPOSE
OF THIS
METRIC**

To determine the degree of compliance with the quality standards prescribed for the core program elements.

**REFERENCES/
SOURCES**

- Department of the Navy MWR Master Plan
- USAF Outdoor Adventure Program Managers Guide

NOTES

Rental:

Rentals fill the customers need for high quality specialized outdoor gear required to participate in outdoor activities. Rentals provide patrons an opportunity to participate in individual or group outdoor activities.

Good, reliable gear is vital for a successful outdoor adventure program. If patrons have access to high quality, specialized outdoor rental gear, utilizing the latest technology, the activity will be more enjoyable, easier to learn, and safer.

Rental shops need equipment that the customer would like to be “seen with.” High quality, reliable equipment, and image are important to all users. Being seen with the latest and greatest equipment increases the user’s self-image. Users have greater confidence in the latest technology. Well maintained and tuned equipment adds appeal.

**NOTES
(cont.)**

Rental equipment should be easy to use and easy to maintain. Typically, in the long run, buying high quality equipment is more cost effective.

Regardless of the size or inventory levels of the outdoor adventure rental operation, every attempt is made to meet the program goals, needs and desires of the target population.

Outdoor adventure equipment rental programs are:

- Driven by patron demand
- Customer service oriented
- Diverse
- Accessible to patrons
- Quality oriented
- Adequately stocked with equipment that is reasonably priced for the Navy community
- Designed to utilize the unique characteristics of the surrounding environment and program goals

Retail Sales:

An outdoor equipment retail operation supports the customer who has progressed beyond the novice stage of an outdoor pursuit. Frequent users and renters will find it's more cost effective and convenient to own than rent. Also, it is more practical to sell some items rather than renting them. Retail sales offer discounts to Sailors while the revenue will help offset the cost of the other program elements.

**NOTES
(cont.)**

Repairs:

Repairs are a valuable customer service, because most people do not have the skill, knowledge, time, desire, or special tools required to safely repair their equipment, especially items like bikes, skis, and snowboards. A repair service will also increase revenue. Almost every time a customer brings something in for repair, they are going to need some new parts.

Information/Resources:

Because of the transient nature of our population, reliable information and advice on all local outdoor activities, areas, instruction, and gear is a service that customer's value.

Self-directed outdoor adventure activities are encouraged. Information is available to educate the customer or offer information needed for self-directed activities. This includes videotapes, maps, guide books, brochures, gear lists, weather, ski reports, etc. First hand knowledge of experienced staff members is always the best source of information.

Competitions:

Competitions are for the sake of physical fitness, and the chance to test one's limits in an outdoor environment using outdoor skills, and outdoor specialty gear.

Instruction and Trips:

OAC activities are designed to meet the needs of the military community focusing on facilitating the use of outdoor equipment and educating customers on proper (safe) use, per the outdoor industry's and the Navy's accepted ethical and professional standards.

**NOTES
(cont.)**

Participants are encouraged to take an interest in, and accept responsibility for learning proper and safe equipment use.

Participation in organized outdoor adventure activities is encouraged and promoted.

If another MWR Activity has outdoor trips, tours, or classes, the OAC staff will support the activity with, but not limited to:

- Equipment
- Transportation
- Planning and advising
- Staff support

Instruction provides personal and team development. The object is to teach people appropriate behaviors, ethics, and skills relevant to outdoor activities.

Qualitative Standards for Rental Operations

- 3.2.1** Rental equipment fills the customers' need for high quality specialized outdoor gear required to participate in outdoor activities, as measured by customer feedback.
- 3.2.2** Sufficient amount of rental equipment is available for successful outdoor adventures.
- 3.2.3** Rental shop equipment will be high quality, reliable, and will meet current industry standards
- 3.2.4** Rental equipment is maintained and tuned according to manufacturer standards with certified or manufacturer approved repair technician(s) on staff, to offer maintenance and repair services to patrons as the technician's qualifications allow
- 3.2.5** Rental equipment is easy to use and maintain.
- 3.2.6** Equipment is selected to meet the program goals, needs, and desires of the majority of the target population.
- 3.2.7** Outdoor adventure equipment rental programs are:
- Driven by patron demand.
 - Customer service oriented.
 - Diverse.
 - Accessible.
 - Quality oriented.

**Navy Outdoor Recreation Program
Program Standards and Metrics**

- Adequately stocked with equipment that is reasonably priced for the Navy community.
- Designed to utilize the unique characteristics of the surrounding environment.

3.2.8 Rental fees and charges are conspicuously posted in an attractive manner.

3.2.9 The responsible commander or designated representative approves all rental fees. These fees and charges will be at least 25 percent below commercial rental charges for similar Outdoor Recreation rental gear in the area as evidenced by a survey of commercial fees and charges conducted by Outdoor Recreation staff at least once every three years.

3.2.10 A record is maintained showing the frequency of use for each item category.

3.2.11 A record is maintained of all patron requests for Outdoor Recreation rental equipment not stocked, e.g., fly rods, whitewater kayaks, etc.

3.2.12 A plain language statement of responsibility and accountability to return all rental gear in same clean condition, save normal wear and tear, is signed and dated by the authorized renter, and kept on file.

3.2.13 Where applicable prerequisites for rental equipment is required, e.g. SCUBA

3.2.14 The plain language rental statement states the renter will be held liable for loss of equipment, reimbursing the rental center for the lost equipment.

3.2.15 Replacement costs for rental gear are posted.

Percent of “Core” Program Elements in Compliance With Qualitative Standards

- 3.2.16** The statement also holds the government harmless for **any patron renter misuse** of the equipment that results is a claim against the government.
- 3.2.17** All statements are approved by the local base legal counsel.
- 3.2.18** Lost or stolen equipment paid for by the customer is replaced through wholesale or retail vendors. If the equipment replaced is to be purchased wholesale, the charges are based on the wholesale cost of the item, plus 40%, which includes shipping, administration, and all other related fees. If the equipment is replaced through a retailer, the customer will only be charged the retail value plus shipping charges. In no case will the customer be charged more than retail value.
- 3.2.19** To ensure product knowledge of rental equipment, staff must utilize equipment in an outdoor environment, be trained by industry rep where available, and/or demonstrate knowledge of equipment.

Qualitative Standards for Retail Sales

- 3.2.20** Sales must support your customer base and your program offerings
- 3.2.21** To ensure product knowledge of retail equipment, staff must utilize in an outdoor environment, be trained by industry rep where available, and/or demonstrate knowledge of equipment.
- 3.2.22** A retail sales cost of goods sold will average between 65 and 80 percent on the end-of-FY financial statement.
- 3.2.23** The same manufacturer/name brand is used for purchasing retail, rental, and program inventory.

Qualitative Standards for Repair Operations

- 3.2.24** Certified or manufacturer approved repair technician(s) on staff, offer maintenance and repair services to patrons as the technician’s qualifications allow.

- 3.2.25** There is an approved set of repair and maintenance charges schedule for patrons conspicuously displayed at the NOR.

Qualitative Standards for Instruction and Trips

- 3.2.26** All NOR programs include at least one NOR staff member.

- 3.2.27** Lesson plans are developed for all organized Outdoor Recreation skills, development courses, and classes.

- 3.2.28** Outdoor Recreation course/class lesson plans provide for personal and team development.

- 3.2.29** Outdoor Recreation program skill instruction is designed to teach appropriate behaviors, ethics, and skills relevant to outdoor activities.

- 3.2.30** The minimum number of overnight trips, clinics and instruction, both classroom and outdoor, offered annually are as follows:

Program type	XL	LG.	Med.	SM	XSM
Overnight trips	10	8	6	3	2
Classroom instruction	12	10	8	4	3
Outdoor instruction	12	10	8	4	3

Qualitative Standards for Information/Resources

3.2.31 Information is available to the customer in order to educate and provide information needed for self-directed outdoor activities. This may include videotapes, maps, guide books, brochures, gear lists, weather, ski reports, internet access, etc. First hand knowledge of experienced staff members is always the best source of information.

3.2.32 Most informational resources are offered at no cost to the patron.

3.2.33 At a minimum all NOR s and Outdoor Recreation rental centers will have the following information and resource items:

- Brochures of local guides and outfitters
- Flyers and other information on outdoor recreation competitions and special events
- A library of guide books, how to videos/books, and topographical maps
- Current and five-day weather forecasts
- Self directed activity/trip information sheets
- Other MWR and local recreation and parks brochures and special event flyers

Qualitative Standards for Competitions

All competitions must include the following three core program elements:

3.2.34 Primarily designed for the sake of fun, physical fitness, and the chance to test one's limits in an outdoor environment using outdoor skills, and outdoor gear.

**Navy Outdoor Recreation Program
Program Standards and Metrics**

- 3.2.35** Designed to meet the NOR mission statement.
- 3.2.36** Designed to include personal and team development components. The objective is to encourage appropriate behaviors, ethics, and skills relevant to outdoor activities.
- 3.2.37** If other divisions in the MWR Department sponsor competitions, outdoor trips, tours, or classes, the NOR staff will support the activity with, but not limited to:
- Equipment.
 - Transportation.
 - Planning and advising.
 - Staff support.
- 3.2.38** Outdoor Recreation competitive program events and activities will be offered of a type determined by local interest and conditions.
- 3.2.39** Outdoor Recreation competitions will be conducted in an outdoor setting using human powered outdoor recreation skills with outdoor recreation gear.
- 3.2.40** The minimum number of competitions offered each year are:

Program type	XL	LG.	Med.	SM	XSM
# Competitions	5	4	2	1	1

Percent of "Core" Program Elements in Compliance With Qualitative Standards

**Score Sheet
Outdoor Recreation
Metric 3.2**

Step 1 Circle the appropriate response in the met column

Standards	Outdoor Adventure Center	Outdoor Center and other rentals
Qualitative Standards for Rental Operations		
3.2.1 Rental equipment fill the customers needs.	1	1
3.2.2 Sufficient rental equipment is available.	1	1
3.2.3 Rental equipment is high quality.	1	1
3.2.4 Rental equipment is maintained and tuned appropriately.	1	1
3.2.5 Equipment is easy to use and maintain.	1	1
3.2.6 Equipment is selected to meet program goals.	1	1
3.2.7 Rental equipment meets program goals and needs of the target population.	1	1
3.2.8 Fees are posted.	1	1
3.2.9 Fees are approved.	1	1
3.2.10 Rental equipment frequency records are maintained.	1	1
3.2.11 Patron request records are maintained.	1	1
3.2.12 Plain language statement of responsibility and accountability is signed and dated by the renter.	1	1
3.2.13 Prerequisites are required where applicable.	1	1
3.2.14 Rental statement includes that the renter is responsible for loss.	1	1
3.2.15 Replacement costs are posted.	1	1
3.2.16 Rental statement holds the government harmless for any renter misuse.	1	1
3.2.17 Rental statements are approved by base legal counsel.	1	1
3.2.18 Customers are not charged more than retail for replacement of gear.	1	1
3.2.19 Staff are familiar with rental equipment.	1	1
Qualitative Standards for Retail Sales		
3.2.20 Sales support customers and programs.	1	1
3.2.21 Staff are familiar with rental equipment.	1	1
3.2.22 Cost of goods between 65 and 80%.	1	1
3.2.23 Same manufacturer is used for rentals, retail and program.	1	1
Qualitative Standards for Repair Operations		
3.2.24 Offer maintenance and repair services.	1	1
3.2.25 Approved set of repair and maintenance charges displayed.	1	1

**Navy Outdoor Recreation Program
Program Standards and Metrics**

Standards (cont.)	Outdoor Adventure Center	Outdoor Center and other rentals
Qualitative Standards for Instruction and Trips		
3.2.26 NOR programs include at one NOR staff member.	1	1
3.2.27 Lesson plans developed for all classes.	1	1
3.2.28 Lesson plans provide for personal/team development.	1	1
3.2.29 Relevant behaviors/ethics/skills are taught.	1	1
3.2.30 Number of program offerings.	1	1
Qualitative Standards for Information/Resources		
3.2.31 Reliable information and advice is available to customers.	1	1
3.2.32 Most informational resources are offered at no cost.	1	1
3.2.33 Have the minimum required information and resource items.	1	1
Qualitative Standards for Competitions		
3.2.34 Competitions are for the sake of fun and the chance to test one's limit.	1	N/A
3.2.35 Competitions are designed to meet the NOR mission statement.	1	N/A
3.2.36 Competitions will provide for personal and/or team development.	1	N/A
3.2.37 Outdoor recreation staff will support MWR "outdoor" competitions.	1	N/A
3.2.38 Competitions will be offered to meet local interest and demands.	1	N/A
3.2.39 Competitions will only be held in an outdoor setting utilizing human powered skills and gear.	1	N/A
3.2.40 Number of competitions offered per year.	1	N/A
Step 2 Add the circled numbers and enter total.		

Step 3 Compute your percent compliance:

$$\text{Total} \div \# \text{ applicable standards} \times 100 = \text{your compliance}$$

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 3.2.

Step 5 Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

NAVY OUTDOOR RECREATION PROGRAM PROGRAM MARKETING

METRIC 3.3

Percent Compliance With Marketing Requirements

**PURPOSE
OF THIS**

To measure the degree of compliance with all marketing requirements established for the Outdoor Recreation Program.

METRIC

**REFERENCES/
SOURCES**

-
- NPC MWR Marketing Managers Desk Reference
 - Department of the Navy MWR Master Plan
 - Marketing for Dummies
-

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Marketing Standards for Outdoor Recreation Operations and Retail Shops

- 3.3.1** The name of the NOR image and theme are consistent with program offerings.
- 3.3.2** The NOR has a written mission statement attractively posted where visible to patrons and staff.
- 3.3.3** All promotions and publicity reflects the mission statement and image of the operation.
- 3.3.4** Signs identifying the NOR, sign boards, marquees, or electronic message boards, are readable from adjacent roads.
- 3.3.5** Current approved (by CO) rental rates, policies, replacement costs, and procedures are posted at the facility in a highly visible attractive and unobtrusive way.
- 3.3.6** The NOR will have one bulletin board in a visible place, seasonally themed displaying the current NOR brochure and up coming and current program promotional flyers.
- 3.3.7** All signs in the NOR will be free from rips, tape, negative language, handwritten information, and outdated information.
- 3.3.8** All customer entrances to the building have the hours of operation clearly posted.

3.3.9 At least seven of the following advertising media are used in a timely manner:

- Base/regional military newspaper
- Local community newspaper
- Posters
- Banners
- Flyers or calendars
- Radio
- Television or in-house video
- Plan of the Day
- Sign-boards, marquees, or electronic message boards
- Web site
- E-mail
- Direct mail
- Staff has business cards

3.3.10 Brochures describing customer services offered are required. The required elements for each brochure are:

- Current, up-to-date information
- Uncluttered and easily readable
- Facilities name
- Facilities address
- Directions to the facility
- Facilities phone number
- Hours of operation
- Patron eligibility for the use of services

3.3.11 For rental shops add to the brochure:

- The customer's rental policy information and procedures for renting
- Equipment available
- Cost of equipment

- 3.3.12** For trips, instruction, and competitions add:
- Name of activity offered
 - Photographs of prior trips, classes, or events
 - Dates, time, and duration of activity
 - Purpose, benefit, or goal of the activity
 - Required pre-requisites of potential clients
 - Activity registration dates
 - The cost to participate in the activity
- 3.3.13** At least one customer focus group interview and an all-hands survey are conducted annually.
- 3.3.14** Participation records, customer comment cards, surveys, focus group interviews, and other market research methods are used and evaluated on an on going basis to assess the overall quality and effectiveness of the NOR.
- 3.3.15** Staff networks with and keeps their peers informed of the NOR current offerings.
- 3.3.16** NOR staff is generally knowledgeable and can pass on essential information concerning other events, activities, and services.
- 3.3.17** Opportunities for commercial sponsorship are considered.
- 3.3.18** NOR staff are required to wear program apparel while on duty.

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Percent Compliance With Marketing Requirements

**Score Sheet
Outdoor Recreation
Metric 3.3**

Step 1 Circle the appropriate response in the met column.

Standards		Met
3.3.1	Name is consistent with activities and program offered.	1
3.3.2	Written mission statement posted where visible to patrons and staff.	1
3.3.3	Promotions reflects the mission statement	1
3.3.4	Signs are readable from adjacent roads.	1
3.3.5	Rental rates are posted in a highly visible attractive, unobtrusive way.	1
3.3.6	Seasonally themed bulletin board in a visible place.	1
3.3.7	All signs are free from rips, tape, negative language, handwritten info., and current	1
3.3.8	Entrances have hours of operation clearly posted.	1
3.3.9	At least seven media are used in promotions and publicity.	1
3.3.10	Brochures available which include the required elements.	1
3.3.11	Rental shop brochures are available and include required elements.	1
3.3.12	Trips/instruction/competition brochures are available & include required elements.	1
3.3.13	One customer focus group and an all-hands survey are conducted annually.	1
3.3.14	Market research is used and evaluated.	1
3.3.15	Staff networks and keeps MWR peers informed of current offerings.	1
3.3.16	Staff generally know MWR Department programs/services.	1
3.3.17	Commercial sponsorship is utilized.	1
3.3.18	Staff wears program apparel	1
Step 2	Add the circled numbers and enter total.	<input style="width: 50px; height: 30px;" type="text"/>

Step 3 Compute your percent compliance:

Total ÷ 18 x 100 = your compliance

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 3.3.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for

this metric.

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NAVY OUTDOOR RECREATION PROGRAM EQUIPMENT FUNDING

METRIC 4.1

Amount of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

**PURPOSE
OF THIS
METRIC**

To determine the amount of core program equipment on hand for the outdoor Recreation program.

**REFERENCES/
SOURCES**

-
- BUPERSINST 1710.11C, Operation of Morale Welfare and Recreation (MWR) Programs
 - Air Force Instruction 34-268, Outdoor Recreation Programs and Procedures
 - Air Force Training Aid OD-8, Equipment Stock Management
-

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Percent of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

Standards

4.1.1 Your NOR equipment (program & rental) inventory value of human powered outdoor recreation equipment, at acquisition prices, should be at a minimum the following:

IF YOU SERVE	Your Equipment Value Should Be
An active duty population >14,000	>\$200,000
An active duty population that is 7,000-14,000	>\$150,000
An active duty population that is 3,000-6,999	>\$100,000
An active duty population that is 501-2,999	>\$65,000
An active duty population <501	>\$35,000

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Percent of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

**Score Sheet
Outdoor Recreation
Metric 4.1**

Step 1 Find the funding standard score sheet that applies to your size installation utilizing the following table.

IF YOU SERVE	THEN
An active duty population >14,000	Go to page 4.1.7
An active duty population that is 7,000-14,000	Go to page 4.1.9
An active duty population that is 3,000-6,999	Go to page 4.1.11
An active duty population that is 501-2,999	Go to page 4.1.13
An active duty population <501	Go to page 4.1.15

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Percent of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

Extra Large Installation

Step 2 Find the amount of your equipment inventory in Column A below.

A Equipment Inventory (in \$)	B % Compliance	C Score
>200,000	100	10
180,000-199,999	90	9
160,000-179,999	80	8
140,000-159,999	70	7
120,000-139,999	60	6
100,000-119,999	50	5
80,000-99,999	40	4
60,000-79,999	30	3
40,000-59,999	20	2
20,000-39,999	10	1
<20,000	0	0

Step 3 Locate % Compliance in column B and place that number in the performance block for metric 4.1.

Step 4 Place the corresponding Score from column C in the score block for metric 4.1.

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Percent of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

Large Installation

Step 2 Find the amount of your equipment inventory in Column A below.

A Equipment Inventory (in \$)	B % Compliance	C Score
>150,000	100	10
135,000-149,999	90	9
120,000-134,999	80	8
105,000-119,999	70	7
90,000-104,999	60	6
75,000-89,999	50	5
60,000-74,999	40	4
45,000-59,999	30	3
30,000-44,999	20	2
15,000-29,999	10	1
<15,000	0	0

Step 3 Locate % Compliance in column B and place that number in the performance block for metric 4.1.

Step 4 Place the corresponding Score from column C in the score block for metric 4.1.

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Percent of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

Medium Installation

Step 2 Find the amount of your equipment inventory in Column A below.

A Equipment Inventory (in \$)	B % Compliance	C Score
>100,000	100	10
90,000-99,999	90	9
80,000-89,999	80	8
70,000-79,999	70	7
60,000-69,999	60	6
50,000-59,999	50	5
40,000-49,999	40	4
30,000-39,999	30	3
20,000-29,999	20	2
10,000-19,999	10	1
<10,000	0	0

Step 3 Locate % Compliance in column B and place that number in the performance block for metric 4.1.

Step 4 Place the corresponding Score from column C in the score block for metric 4.1.

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Percent of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

Small Installation

Step 2 Find the amount of your equipment inventory in Column A below.

A Equipment Inventory (in \$)	B % Compliance	C Score
>65,000	100	10
58,500-64,999	90	9
52,000-58,499	80	8
45,500-51,999	70	7
39,000-44,499	60	6
32,500-38,999	50	5
26,000-31,499	40	4
19,500-25,999	30	3
13,000-19,499	20	2
6,500-12,999	10	1
<6,500	0	0

Step 3 Locate % Compliance in column B and place that number in the performance block for metric 4.1.

Step 4 Place the corresponding Score from column C in the score block for metric 4.1.

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Percent of Outdoor Recreation Equipment (Program & Rental) Inventory on Hand

Extra Small Installation

Step 2 Find the amount of your equipment inventory in Column A below.

A Equipment Inventory (in \$)	B % Compliance	C Score
>35,000	100	10
31,500-34,999	90	9
28,000-31,499	80	8
24,500-27,999	70	7
21,000-24,499	60	6
17,500-20,999	50	5
14,000-17,499	40	4
10,500-13,999	30	3
7,000-10,499	20	2
3,500-6,999	10	1
<3,500	0	0

Step 3 Locate % Compliance in column B and place that number in the performance block for metric 4.1.

Step 4 Place the corresponding Score from column C in the score block for metric 4.1.

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NAVY OUTDOOR RECREATION PROGRAM EQUIPMENT

METRIC 4.2

Percent Core Inventory Available for Rental Use

PURPOSE OF THIS METRIC

To establish core NOR equipment standards for all Naval installations.

REFERENCES/ SOURCES

-
- Air Force Instruction 34-268, Outdoor Recreation Programs and Procedures
 - Air Force Training Aid OD-8, Equipment Stock Management
 - The Outdoor Programmer's Resource Guide, Outdoor Recreation Coalition of America and Sporting Goods Manufacturers Association, 1996
 - National Livery Safety System: Introduction to Risk Management for Livery Operators, American Canoe Association
-

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Core NOR Equipment Standards

Quantity of the following equipment should be based on customer demand.

- 4.2.1 Kayaks (sit on top or decked) are available, including appropriate safety gear and accessories.
- 4.2.2 Canoes are available including appropriate safety gear and accessories.
- 4.2.3 Bicycles, appropriate to area, are available including safety gear and accessories.
- 4.2.4 Backpacking gear (backpacks, lightweight tents, lightweight sleeping bags, lightweight stoves, etc.) is available.
- 4.2.5 Car camping gear (family size tents, stoves, coolers, sleeping bags, etc.) is available.
- 4.2.6 At least forty percent of equipment inventory is devoted to regionally specific equipment.
- 4.2.7 Customer feedback is considered in equipment purchasing decisions.
- 4.2.8 Customer comments on rental equipment are consistently positive.

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**Score Sheet
Outdoor Recreation
Metric 4.2**

Step 1 Circle the appropriate response in the met column.

Standards	A Met
4.2.1 Kayaks, accessories and appropriate safety gear are available	1
4.2.2 Canoes, accessories, and appropriate safety gear are available	1
4.2.3 Bicycles, accessories, and appropriate safety gear are available	1
4.2.4 Backpacking gear (lightweight) is available	1
4.2.5 Car camping gear (family type) is available	1
4.2.6 At least 40% of inventory is devoted to regionally specific equipment	1
4.2.7 Customer feedback is considered in purchasing equipment	1
4.2.8 Customer comments on rental equipment are consistently positive	1

Step 2 Add the circled numbers and enter total.

--

Step 3 Compute your percent compliance:

Total ÷ 8 x 100 = your compliance

--

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 4.2.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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NAVY OUTDOOR RECREATION PROGRAM EQUIPMENT LIFE CYCLE

METRIC 4.3

Percent of Equipment Replaced Due to Life-Cycle Requirements

**PURPOSE
OF THIS
METRIC**

To assure timely replacement for all rental and outdoor adventure program equipment.

**REFERENCES/
SOURCES**

-
- BUPERSINST 1710.11C, Operation of Morale Welfare and Recreation (MWR) Programs
 - Air Force Training Aid OD-8, Equipment Stock Management
 - The Outdoor Programmer's Resource Guide, Outdoor Recreation Coalition of America and Sporting Goods Manufacturers Association, 1996
-

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Equipment life cycle standard

- 4.3.1** At least 20% value of equipment inventory is replaced each year. This value is based on purchase price.

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NAVY OUTDOOR RECREATION PROGRAM EQUIPMENT

APF SCORE SHEET FOR EQUIPMENT AND SUPPLIES

PURPOSE OF THIS SCORE SHEET

To determine the amount of APF funding needed for equipment and supplies.

REFERENCES/ SOURCES

- NAVSO P-1000
 - BUPERSINST 1710.11C
 - BUPERSINST 1710.16
-

NOTES

As a rule of thumb, 30% of the value of all NAF and APF property (both minor property and fixed assets) should be expended annually for routine repairs and replacements and to adequately provide for routine program supplies and other operating expenses. This added to the amount needed to purchase equipment required by the standards should provide the total amount required by the program on an annual basis for equipment and supplies.

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APF Score Sheet For Equipment and Supplies

Compute your total APF support authorization for equipment and supplies as follows:

- A. Amount required to purchase any additional equipment your program needs to comply with the equipment standards in 4.1 and 4.2 _____
- B. 30% of the value of your current property inventory. (See 4.3.) _____
- C. Total _____

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NAVY OUTDOOR RECREATION PROGRAM ADMINISTRATION

METRIC 5.1

Percent Administrative Requirements Met

PURPOSE OF THIS METRIC

To determine the degree of compliance with administrative standards prescribed for the program.

REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale Welfare and Recreation (MWR) Programs
- Department of the Navy MWR Master Plan
- The Outdoor Programmer's Resource Guide, Outdoor Recreation Coalition of America and Sporting Goods Manufacturers Association, 1996
- Federal Employees Almanac, 47th Edition, 2000

NOTES

A store culture is maintained through regular meetings and a system of daily communication. Meetings are held to disseminate program information, special events, new equipment, price changes, and other critical staff information. Staff is allowed to speak their mind, encouraged to share information, offer new ideas, and take on innovative projects.

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Standards

- 5.1.1** NOR staff meetings are scheduled and conducted at least once a month. Meeting minutes are kept and on file. Minutes include but are not limited to topics, staff attending, and date.
- 5.1.2** All certifications are current, recorded, and maintained in the Outdoor Recreation program office and in OPFs.
- 5.1.3** Every staff member has a current and accurate job description. This includes all paid staff, assigned military personnel, and volunteers.
- 5.1.4** Each civilian employee, along with military and civilian volunteer staff member has a personnel file. Each file should include, but may not be limited to:
- Training records
 - Copies of certifications and licenses
 - Copies of evaluations
 - Current position description
- 5.1.5** Files for each active duty member assigned to the Outdoor Recreation staff will have:
- Outdoor Recreation program training records
 - Copies of current required and other Outdoor Recreation certifications and licenses
 - Current Outdoor Recreation program position descriptions
- 5.1.6** All records of Fixed Price Contract for Services and other contracts used will be kept on file.

**Navy Outdoor Recreation Program
Program Standards and Metrics**

- 5.1.7** The facility is equipped with a minimum of two updated computers, with on-line access to E-mail, and the Internet

- 5.1.8** The NOR program has a website.

- 5.1.9** Staff have easy access to a printer, copier, and fax machine during operating hours.

- 5.1.10** The customer service counter is equipped with standardized POS system.

- 5.1.11** Office is equipped with a compartment safe and each person responsible for the safe keeping of funds is assigned a designated secure drawer or compartment.

- 5.1.12** Hours of operation are approved by the CO or designated authority and should be customer friendly.

- 5.1.13** NOR center is staffed at least 15 minutes prior to opening and 15 minutes after posted closing time.

**Score Sheet
Outdoor Recreation
Metric 5.1**

Step 1 Circle the appropriate response in the met column.

Standards		A Met
5.1.1	Staff meetings.	1
5.1.2	Appropriate certifications.	1
5.1.3	Job description.	1
5.1.4	Personnel files - civilian.	1
5.1.5	Personnel files - active duty.	1
5.1.6	Fixed price contracts on file.	1
5.1.7	Computers as specified.	1
5.1.8	Website in place.	1
5.1.9	Access to printer, fax and copier.	1
5.1.10	Standardized POS system.	1
5.1.11	Compartment safe.	1
5.1.12	Hours of operations approved.	1
5.1.13	NOR program is staffed prior to opening and closing.	1
		<input style="width: 50px; height: 30px;" type="text"/>

Step 2 Add the circled numbers and enter total.

Step 3 Compute your percent compliance:

Total ÷ 13 x 100 = your compliance

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 5.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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NAVY OUTDOOR RECREATION PROGRAM SECTION II

CUSTOMER SATISFACTION

Survey Instructions

PURPOSE OF THIS SECTION

To describe how to calculate your Customer Satisfaction score.

BACKGROUND

In addition to assessing the five standards, you need to determine how satisfied your customers are with your programs and services. The following will provide you information on how to derive a customer satisfaction score for your program.

INSTRUMENT

The survey instrument (see page II - 7) that will be used in this process was developed by a group of researchers and it has been used extensively by the Parks and Recreation profession for over ten years. Further, this instrument has proven to be a reliable and valid measure of service quality. It measures service quality, which represents past transactions or experiences with services, events or activities. Delivering quality service means meeting customer expectations on a consistent basis.

PROCEDURES

To calculate your customer satisfaction score follow the steps mentioned below. This process is very similar to Duty 1.0 - Assess Needs in the MWR Managers Desk Reference. For further information, please refer to the checklist provided in Task 1.1 of the MWR Manager Desk Reference. A checklist is also provided for your use on page II - 5.

**PROCEDURES
 (cont.)**

Step 1. Determine method of collecting data. Data can be collected using pen and paper surveys, or through the use of some data collection software. You determine the most efficient way to collect your data. We will assume you will be using a traditional pen and paper method.

Step 2. Download survey instrument from website and customize for your use by inserting your program name.

Step 3. Determine the number of surveys to be collected. Only those users of your programs and services should participate in this process. Some of your users may complete more than one program survey if they are participating in a variety of MWR activities. Try to collect data from a representative cross-section of users to include active duty, spouses, dependents, civilians and retirees.

The following should be used as a guide to determine how many surveys should be completed.

AVERAGE NUMBER OF PARTICIPANTS PER MONTH	YOU NEED TO GATHER DATA FROM AT LEAST:
Below 200	All participants
200-299	160 participants
300-399	190 participants
400-499	212 participants
500-599	230 participants
600-699	245 participants
700-799	256 participants
800-899	267 participants
900-999	275 participants
1000 or more	300 participants

Step 4. Copy the appropriate number of surveys preferably on card stock so that customers can complete easily.

**PROCEDURES
(cont.)**

Step 5. Randomly select dates and times for data collection. In order to collect data from a representative sample of your users, you should collect data on a variety of days and times, over a month period of time. Make sure you include some mornings, afternoons, evenings, weekdays, weekends, etc., to make sure your sample is representative of the total user group.

Step 6. Administer survey.

ANALYSIS

Step 7. Analyze data. Once all surveys have been collected, the following steps will enable you to derive a single customer satisfaction score.

- a. Compute a mean (average) for each of the 25 items by totaling all scores for that item and dividing by the number of scores. For example, you have 10 folks complete the survey, and nine respond to question #1. You total the nine responses and divide by 9.
- b. Next, you need to compute a grand mean. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.
- c. Last you multiply grand mean by 2, to derive your final customer satisfaction score. This is the number that is entered into the score sheet.

If the responses are marked “not applicable” or are missing, do not compute them into your mean score. For example 25 surveys are collected, and for item #5 only 20 responses are valid. That is to say five respondents either circled not applicable or did not circle any response. You would add the 20 scores and divide by 20.

**FURTHER
ANALYSIS**

The survey instrument measures four domains of service quality. The domains are represented by a group of items as follows:

DOMAIN	ITEMS
Tangibles (physical facilities, equip., and appearance)	#1, 10, 14, 16, & 20
Reliability (ability to perform the promised service accurately and dependably)	#2, 3, 4, 5, 6, 8, & 9
Responsiveness (willingness of the staff to help customers and provide prompt customer service)	# 7, 12, 21, 22, 23, & 24
Assurance (courteous and knowledgeable employees who convey confidence and trust)	#11, 13, 15, 17, 18, 19, & 25

Should you wish to compute mean scores for each domain, add the appropriate mean scores for each domain, and divide that total by the number of items in that domain. For example, if you were interested in how your program scored on the reliability domain, you would add the mean scores from items #2, 3, 4, 5, 6, 8, & 9 and divide by 7.

Customer Satisfaction Survey Checklist
(Assumes pen and paper method is chosen to collect data)

STEPS FOR SURVEY IMPLEMENTATION	DATE COMPLETED	BY WHOM
1. Download survey from website		
2. Customize survey for your use – insert your program name		
3. Determine number of surveys to collect using table provided		
4. Copy appropriate numbers of survey – preferably on card stock so that customers can complete easier		
5. Randomly select dates and times for data collection – distributed over one month period		
6. Collect data – offering some incentive for survey completion		
7. Complete data analysis		
a. Compute mean for each of the 25 items by totaling all scores for that item and dividing by the number of scores.		
b. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.		
c. Last you multiply grand mean by 2, to derive your final customer satisfaction score		
8. If desired, complete further analysis		
9. Enter Customer Satisfaction score in Score sheet		

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CUSTOMER SATISFACTION SURVEY

MWR is very interested in how satisfied you are with the _____ program. Below are statements that may reflect your satisfaction with this program. Please indicate your level of satisfaction by circling your response to each item. Circle "0" in the "Not applicable" column for items you believe do not apply to this program. Thanks for your feedback!

ITEM	NOT APPLICABLE	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1. Equipment provided is up-to-date	0	1	2	3	4	5
2. Programs start on time	0	1	2	3	4	5
3. Staff is willing to go an extra step	0	1	2	3	4	5
4. Programs are offered at convenient times	0	1	2	3	4	5
5. Staff is dependable	0	1	2	3	4	5
6. Staff has enthusiasm	0	1	2	3	4	5
7. Staff gives individual attention to you	0	1	2	3	4	5
8. Staff responds to requests quickly	0	1	2	3	4	5
9. Information provided is accurate	0	1	2	3	4	5
10. Facility is aesthetically attractive	0	1	2	3	4	5
11. Staff is well dressed and appears neat	0	1	2	3	4	5
12. Staff understands your needs	0	1	2	3	4	5
13. Staff is competent	0	1	2	3	4	5
14. Staff acts on participants' suggestions	0	1	2	3	4	5
15. Staff makes you feel as though you belong	0	1	2	3	4	5
16. Facility is comfortable	0	1	2	3	4	5
17. Staff is friendly	0	1	2	3	4	5
18. What is promised is delivered	0	1	2	3	4	5
19. Staff is knowledgeable	0	1	2	3	4	5
20. The organization is concerned with quality control	0	1	2	3	4	5
21. Program/facility is at a convenient location	0	1	2	3	4	5
22. Other participants are not bothersome	0	1	2	3	4	5
23. Problems are quickly solved	0	1	2	3	4	5
24. Staff takes time with the participants	0	1	2	3	4	5
25. Staff performs duties consistently well	0	1	2	3	4	5

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NAVY OUTDOOR RECREATION PROGRAM SECTION III

SCORING

PURPOSE OF THIS SECTION

To describe how to calculate a score for this program using a pre-programmed scoring template (Excel spreadsheet).

BACKGROUND

Periodically Navy leadership will conduct a scoring of all MWR programs, with scores and costs for all programs collected and aggregated. This process is normally web-based, with scores being recorded in a database or spreadsheet that is then uploaded onto a website provided for that purpose. It isn't necessary to wait for the Navy-wide call to calculate the score for your program, however. A simpler method is available that you can use at any time to see how your program compares to the standards and determine your Service Level (S/L).

NOT APPLICABLE "N/A"

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards DO apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

PROCEDURES

To calculate a Service Level (S/L) score for your program, follow these steps:

Step 1. Complete the scoring process in this booklet, recording the percent compliance for each metric on the

worksheets provided.

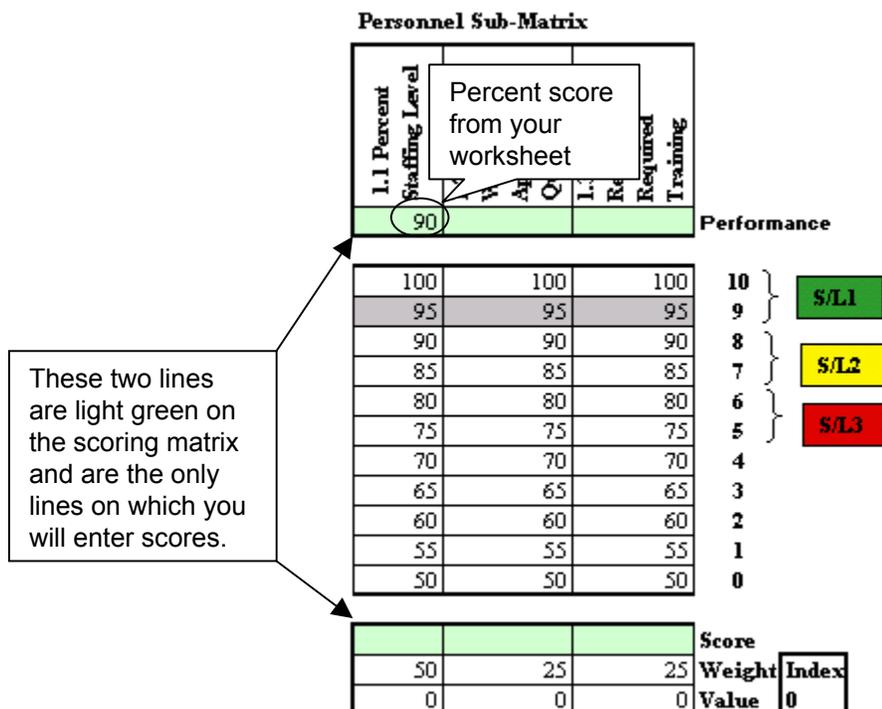
**PROCEDURES
(cont.)**

Step 2. If you don't already have the Excel worksheet with the pre-programmed scoring template, you may download it from the Navy MWR website. Go to <http://www.mwr.navy.mil/mwrprgms/programstand.htm> and download the scoring matrix for your program.

Note: If you are challenged about "macros" when opening the spreadsheet, select "Enable Macros."

This spreadsheet contains pre-programmed formulas and multipliers that you should not change or your score will not calculate correctly. You should enter numbers in the cells that are light green in color only.

Step 3. Find the Personnel Sub-Matrix in the spreadsheet. Enter the percent score you calculated on the worksheet for metric 1.1 into the "performance block" as shown in the example below.



PROCEDURES
 (cont.)

Step 4. Find your score for this metric by reading straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column for metric 1.1.

Personnel Sub-Matrix

1.1 Percent Staffing Level	1.2 Percent With Appropriate Qualifications	1.3 Percent Receiving Required Training	
90			Performance
100	100	100	10
95	95	95	9
90	90	90	8
85	85	85	7
80	80	80	6
75	75	75	5
70	70	70	4
65	65	65	3
60	60	60	2
55	55	55	1
50	50	50	0

} S/L1 (Green)
 } S/L2 (Yellow)
 } S/L3 (Red)

Score	Weight	Index
8	50	25
	400	0

Value **400**

The score will automatically be multiplied by the weight pre-assigned to this metric, and a score will appear in the **Value** block. A partial score for all 3 personnel metrics will also appear in the **Index** block.

**PROCEDURES
(cont.)**

Step 5. Repeat steps 3 and 4 for all remaining metrics (the rest of Personnel and for all metrics in Facility, Program, Equipment and Administration), entering the scores in the appropriate sub-matrices.

NOTE: For all programs except Auto Skills, the score for Administration should be entered in the Program Standards Sub-Matrix. For Auto Skills, complete the sub-matrix for Administration.

When you have finished entering all the scores in the Personnel, Facility, Program, Equipment and Administration sub-matrices, the Program Standards Sub-Matrix will look something like the example below. All the **Index** block scores from each sub-matrix should now appear on the **Performance** line of the Program Standards Sub-Matrix.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration	
400	660	895	845	95	Performance
1000	1000	1000	1000	100	10
900	900	900	900	90	9 } S/L1
800	800	800	800	80	8
700	700	700	700	70	7 } S/L2
600	600	600	600	60	6
500	500	500	500	50	5 } S/L3
400	400	400	400	40	4
300	300	300	300	30	3
200	200	200	200	20	2
100	100	100	100	10	1
0	0	0	0	0	0
30	20	30	15	5	Score Weight
0	0	0	0	0	Value

Index
0

PROCEDURES
 (cont.)

Step 6. Enter the scores from the 0-10 scale for all five areas in the **Score** blocks just as you did in the other sub-matrices. Read straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column.

Don't forget to enter the score for Administration in this sub-matrix if there is no other sub-matrix for it.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration	
750	660	895	845	95	Performance

1000	1000	1000	1000	100	10
900	900	900	900	90	9
800	800	800	800	80	8
700	700	700	700	70	7
600	600	600	600	60	6
500	500	500	500	50	5
400	400	400	400	40	4
300	300	300	300	30	3
200	200	200	200	20	2
100	100	100	100	10	1
0	0	0	0	0	0

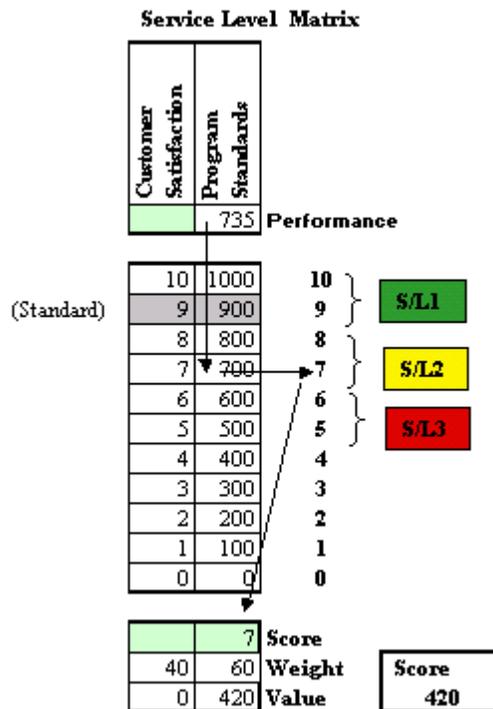
7	6	8	8	9	Score
30	20	30	15	5	Weight
210	120	240	120	45	Value

Index
735

Note: In the original image, a yellow box labeled 'S/L2' is next to the score 7, and a red box labeled 'S/L3' is next to the score 5. Arrows point from the 'Performance' value 95 to the score 7 and the weight 5.

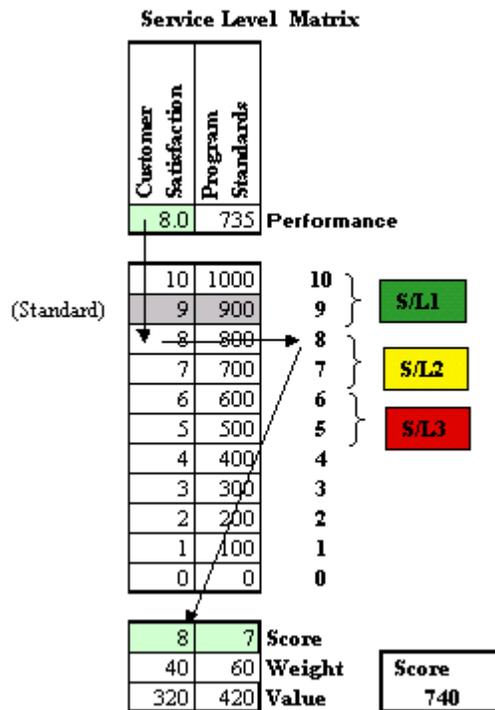
PROCEDURES
(cont.)

Step 7. Find the Service Level Matrix and complete the scoring for the program standards by entering the appropriate number from the 0-10 scale in the **Score** block. (The total score for Program Standards should have automatically appeared in the **Performance** block.)



PROCEDURES
 (cont.)

Step 8. Complete all scoring by entering the score from your Customer Satisfaction Survey. Ensure you have followed all the steps in Section II of this booklet to arrive at a Customer Satisfaction Score. Put the number on the **Performance** line and on the **Score** line.



In this example, the final score was 740, which is an S/L2 on the 0-1000 point scale.

Previous Navy-wide scoring has resulted in a final score on the 0-10 scale vice a thousand-point scale. The score in this example is a 7.40 on the 10-point scale – just move the decimal point two places to the left.

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