



Crew Leadership Competencies + Skills

Category	Competency	Entry	Full	Expert
Crew Recruitment	<i>Perform inclusive and proactive recruitment and hiring (i.e., hiring beyond basic knowledge, skills, and abilities) of diverse crew members and staff</i>	<ul style="list-style-type: none">• Demonstrate understanding of the benefits of inclusive hiring practices• Model inclusivity as a crew member with a safe and welcoming work environment	<ul style="list-style-type: none">• Engage with partner organizations to recruit diverse crews utilizing multiple hiring resources• Demonstrate understanding of the spectrum of career pathways leading to becoming a crew member and the opportunities for advancement and specialization• Develop a staffing/labor model to inform recruitment needs including 1-3 year work plan, leadership ratios and average tenure in role• Identify and mentor future potential crew leadership/members	<ul style="list-style-type: none">• Create exemplary processes for inclusive hiring practices utilizing the broad landscape of resources and partner organizations and agencies• Integrate strategies that embody DEI principles (Diversity, Equity and Inclusion) through all hiring processes including writing job descriptions, applicant evaluation and new crew member training• Develop criteria and a schedule to measure effectiveness in recruitment and staffing model and implement effective strategies for improvements

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Crew Training	<i>Implement a training program that provides crew members with the skills, knowledge, and behaviors that are necessary for high quality trail operations, the implementation of trail management goals, safe operations, overall effectiveness and team engagement</i>	<ul style="list-style-type: none"> • Demonstrate ability to identify and seek training opportunities that enable progression in one's career • Actively engage in the crew training program 	<ul style="list-style-type: none"> • Provide training to a larger crew or multiple smaller crews, including members with limited experience, adjusting teaching strategies if necessary to maximize crew learning • Conduct training for new crew members that embodies DEI principles (Diversity, Equity, and Inclusion) • Identify the training needs of individual crew members and the team 	<ul style="list-style-type: none"> • Create a training plan that provides crew members with the knowledge, skills, and experience to perform entry level skills in trail construction and maintenance on a trail project • Identify higher level training opportunities for crew members seeking to build their skills and specialties • Build capability within the crew to facilitate training and share expertise
Crew Management	<i>Schedule, assign specific tasks and general duties, ensure appropriate safety and operational equipment is assigned, and provide overall management of personnel in carrying out the assigned project work</i>	<ul style="list-style-type: none"> • Manage a small crew working on routine, basic trail maintenance with supervision • Model good behavior, work habits, and safe equipment use • Effectively communicate as part of the crew, including providing feedback • Demonstrate understanding of and adhere to the implementation plan 	<ul style="list-style-type: none"> • Manage a larger crew or multiple smaller crews, including members with limited experience • Assign tasks that match the capacity of each crew member • Ensure a safe and efficient work environment • Provide coaching to crew members on task and behavior • Provides crew with positive reinforcement to foster a sense of accomplishment and team. • Manage interpersonal conflict and resolve concerning actions and behaviors 	<ul style="list-style-type: none"> • Create an implementation plan that integrates multiple crews working across a large geographic area, including complex projects and higher risk environments • Manage multiple crew leaders working on trail projects that span a large geographic area • Create and/or implement policies that foster a positive work environment with processes for reporting any issues that arise • Convey clear expectations and policy requirements for crew leader activities and behavior

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Jobsite Safety	<p><i>Ensure a safe jobsite by conducting task- and site-specific hazard analysis, identifying and mitigating risks, demonstrating situational awareness, and responding to safety incidents</i></p>	<ul style="list-style-type: none"> • Demonstrate understanding of and use necessary personal protective equipment (PPE) • Demonstrate understanding of job hazard analysis, site and environmental safety precautions, and incident preparedness • Identify existing and potential risks and demonstrate situational awareness on a daily basis 	<ul style="list-style-type: none"> • Implement and manage a jobsite safety plan • Conduct task-specific job hazard analysis/risk management assessment • Ensure that all crew members understand the safety plan with consistent safety discussions • Implement the actions identified in the safety plan in response to an onsite safety incident • Navigate and mitigate unplanned risks/safety hazards. • Document safety incidents 	<ul style="list-style-type: none"> • Develop a jobsite safety plan that integrates project and site specific safety precautions and work hazards, a communications plan, emergency evacuation plan, regulations pertaining to project safety (federal, state, local), local resources including local law enforcement, EMT, search and rescue, and incident documentation. • Evaluate the efficacy of the plan throughout and at the end of each project based on documentation • Coordinate critical response procedures (human health and safety review, conditions assessments, and system closure updates) after natural disasters, emergency situations, mass casualty events or other trail proximate backcountry emergencies



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Performance Management	<i>Create and utilize a systematic approach (criteria for evaluation) for oversight of personnel and volunteers to ensure skills, knowledge, and behaviors meet standards for high quality trail operations, the implementation of trail management goals, safe operations, and overall effectiveness</i>	<ul style="list-style-type: none">• Demonstrate understanding of performance expectations and criteria	<ul style="list-style-type: none">• Evaluate, track and report performance outcomes using the evaluation criteria• Effectively communicate standards for crew member performance• Assess and correct crew performance in the field	<ul style="list-style-type: none">• Create and implement a plan that details the crew performance objectives as the criteria for evaluation, including an after action review to inform future projects• Develop a schedule and plan to maximize crew performance with additional training, management, and ongoing review• Correct or eliminate ongoing or recurring performance issues• Identify opportunities for crew members growth and development in roles to aid career advancement