



# MEMORANDUM

Date: June 1, 2024

To: Eaglecrest Board of Directors

From: Dallas Hargrave, CBJ Human Resources & Risk Management Director

Re: General Manager Recruitment and Selection Process

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This memorandum outlines options for the Board to consider when deciding the General Manager recruitment process, including the “pros and cons” of each option. Additionally, if the Board is interested in using option two or option three, I have included preliminary recruitment and selection information and a timeframe. The specific selection criteria for this recruitment process will only be discussed in executive session.

## **Recruitment process**

Below are three recruitment options that the Board can consider using. If the Board selects Option 2 or 3, and those recruitment efforts are unsuccessful, Board could still eventually choose Option 1. Additionally, there has been a proposal by a former leader at Eaglecrest to be available work as a short term temporary employee, to assist the Board in recruiting for a GM, in addition to other proposed items. While this proposal is outside of the scope of this memorandum and will likely be taken up at a future Human Resources Committee meeting, if the Board is interested in using Option 2 or Option 3, the consultant will be available to assist with the GM recruitment efforts.

### **Option 1: Selecting an Search Firm**

Identify an search firm that specializes in ski area leadership and/or municipal leadership recruitment. Use their services to source and pre-screen candidates.

#### **PROS**

- Recruiters often have their finger on the pulse of who is looking within the specialty (municipal leadership).
- A good recruiter will also contact individuals who are not looking and proactively source candidates for you.
- Uses less existing staff resources.

#### **CONS**

- You will mostly be offered the candidates within that recruitment firm’s “stable” of executives.
- May have to go through an RFP process to select the search firm which would add time to the selection process.
- Can be expensive—will likely cost 25% - 33% of annual salary

### Option 2: In-house recruitment

Run an in-house recruitment effort similar to the process that was used when the last GM was hired.

#### **PROS**

- Gives the Board a degree of control over the sourcing process used.
- Cost effective.

#### **CONS**

- May miss candidates who will only go through a recruitment firm.
- More staff intensive.
- Will likely get candidates who are actively looking.

### Option 3: Blended Effort

Run an in-house recruitment effort but allow recruiters to provide candidates. CBJ staff would screen applicants, but if a candidate was chosen who was forwarded by a recruitment firm, we would pay a fee to the recruiter.

#### **PROS**

- Recruiters often have their finger on the pulse of who is looking within the industry.
- Recruitment firms looking for the fee may also actively source candidates who are not looking but might be interested.

#### **CONS**

- There would be a fee to the recruitment firm if that is where the final candidate is selected from.
- Still moderately staff intensive as prescreening would still be conducted at the staff level.

### **Proposed Selection Process**

If the Board selects Option 2 or 3, I propose the following selection process steps. This is a general outline and the exact process that the Board uses may need to be adapted based on the results of the recruitment efforts.

1. The Board either appoints a GM Search Committee or designates the Human Resources Committee as the search committee. The Committee is charged with approving recruitment and selection process and materials, and with identifying a slate of finalists for full Board consideration. The CBJ HRRM Director is available as staff to the committee if desired by the Board.
2. Position is posted for at least 30 days. Advertising to include internal posting process (includes governmentjobs.com and indeed.com), and any other relevant industry groups.
3. HRRM Director screens applicants against subcommittee criteria. For those candidates who possess the identified experience and education, an initial video conference screen is conducted to verify work history, get a general sense of communication style, and answer questions the candidate might have.

4. Results of the initial screening process are presented to the Committee who selects candidates (likely 6-10) to take through an initial video conference interview. Any Board member who is not on the Committee is invited to listen to the interviews.
5. Committee then selects the top 2 – 4 candidates for an in-person visit and selection process.
6. The entire Board sits as the finalist panel to interview and select the top candidate. Selection process activities will be identified in executive session, and portions of candidate interviews may need to be done in a public session.

### **Recruitment and Selection Timeframe**

Below is a general proposed timeframe for the General Manager recruitment and selection process.

<b>Date</b>	<b>Activity</b>
June 6, 2024	Board appoints Search Committee or designates HRC as the search committee.
June 7, 2024	Position is posted and advertised.
Early June to Early July (Dates TBD)	Recruitment period. Search Committee meets to develop selection process materials.
Mid June to Early July	HRRM Director screens candidates who meet the criteria identified by the Search Committee. Prepares reports for Search Committee
Mid July (Date TBD—after position closes)	Search Committee meets to review slate of candidates and make a determination on which candidates will proceed further in the selection process. HR begins background checks on semi-finalist candidates.
Mid to Late July	Search Committee interviews semifinalist candidates via video conference.
Late July	Search Committee identifies finalists to recommend to full Board.
Late July	Full Board meets to select finalist candidates for in person finalist process.
Late July	HR staff arrange for candidate site visits. HR conducts reference checks on candidates identified for a site visit.
Early August	Finalist selection process conducted
Mid August	Negotiations with successful candidate- candidate gives notice if currently employed.
Mid September	First day of employment

### **Next Steps**

If the Board is interested in Option 2 or 3 for recruitment, then a Search Committee should be designated by the Board, preferably at the meeting tonight. Once the Search Committee is established, the committee can meet to consider options and provide direction to the HRRM Director for selection processes and criteria. The Board should review and approve the draft position description and draft job posting at the meeting tonight so that the posting can go out tomorrow.

If the Board is interested in Option 1 for recruitment, then the Board should provide direction to the CBJ HRRM Director to engage in the proper procurement process to select a recruitment firm, and potentially designate the HR Committee to work with the HRRM Director to select the firm.