



MEMORANDUM

Date: January 10, 2024

To: Airport Manager Recruitment Committee

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

Re: Airport Manager Recruitment and Selection Process

This memorandum outlines options for the Committee to consider when deciding the Airport Manager recruitment and selection process, including the “pros and cons” of each option. Additionally, if the Committee 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 Committee can consider using. If the Committee selects Option 2 or 3, and those recruitment efforts are unsuccessful, Committee could still eventually choose Option 1.

Option 1: Selecting an Executive Search Firm

Identify a search firm that specializes in airport leadership and/or municipal leadership recruitment and use their services to source and screen candidates. Executive search firms can provide services such as:

- Work with the Committee to create a desired candidate profile and search timeline
- Conduct nationwide marketing, recruitment and outreach campaign
- Screen all applicants and conduct a preliminary interview for the most qualified candidates
- Recommend a slate of candidates to the Committee from which the Committee will select finalists
- Assist the CBJ in developing selection materials for the finalists
- Conduct background and reference checks

PROS

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

CONS

- You will mostly be offered the candidates within that recruitment firm’s “stable” of executives.
- Would need to go through an RFP process to select the search firm which would add 30-45 days to the selection process.

- Uses less existing staff resources.
- Can be expensive—will likely cost \$35,000 to \$50,000.

Option 2: In-house recruitment

Run an in-house recruitment conducting similar activities to the executive recruiter utilizing CBJ HR to assist the Committee.

PROS

- Gives the Committee 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 be more likely to only 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 hired who was forwarded by a recruitment firm, we would pay a fee to the recruiter, sometimes known as a “headhunter”.

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.
- In recent years, not as many recruiters have been willing to engage in such an arrangement for municipal executives.

Proposed Selection Process

If the Committee selects Option 2 or 3, I propose the following selection process steps. This is a general outline and the exact process that the Committee uses may need to be adapted based on the results of the recruitment efforts. This proposed process is similar to the process that other CBJ Boards and Committees or the CBJ Assembly has used. It is only a proposal, and the Committee can modify the suggestions as necessary.

1. The Committee reviews the draft updated position description for the Airport Manager position and approves any changes.
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 Committee criteria. For those candidates who possess the identified experience and education, an initial video conference screen is conducted by the HRRM Director 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, or a subcommittee designated by the Committee. The Committee (or subcommittee) will review information on all who applied and consider the results from the initial screening interviews conducted by the HRRM Director. The Committee (or subcommittee) will select candidates (likely 4-8) to take through an initial video conference committee interview.
5. Committee then selects the top 2 – 4 candidates as finalists for an in-person visit and selection process.
6. The entire Committee 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 Airport Manager recruitment and selection process if the Committee wishes to select Option 2 or Option 3. This timeframe is optimistic, and the process may end up taking longer, depending on response from applicants and availability of those on the Committee to participate in the process.

| Date (Actual dates TBD) | Activity |
|---|--|
| Late January 2025 | Airport Manager position is posted and advertised for at least 30 days. |
| Late January to Late February 2025 | Recruitment period. Recruitment Committee meets to develop selection process materials. |
| Late January to Late February 2025 | HRRM Director screens candidates who meet the criteria identified by the Search Committee. Prepares reports for Recruitment Committee |
| Early March 2025 (Date TBD—after position closes) | Recruitment 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. |
| Early March 2025 | Recruitment Committee interviews semifinalist candidates via video conference. If there are a large number of semifinalist candidates to interview, the Committee may want to designate a smaller subcommittee to conduct semifinalist interviews. |
| By Mid March 2025 | Recruitment Committee identifies finalists to invite to an in-person finalist process. If a subcommittee was conducting semifinalist interviews, then the subcommittee recommends finalists to the Committee. |
| Mid March 2025 | HR staff arrange for candidate site visits. HRRM Director conducts reference checks on candidates identified for a site visit. |
| Early to Mid April 2025 | Finalist selection process conducted |
| Mid to Late April | Negotiations with successful candidate- candidate gives notice if |

| | |
|--------------|-------------------------|
| 2025 | currently employed. |
| By June 2025 | First day of employment |

If the Committee selects Option 1, then the process would have similar steps, but will depend on the recruitment firm selected and the scope of the work in the agreement with the firm. There would be 30-45 days added to the beginning of the recruitment and selection process to engage in an RFP to select the executive recruitment firm.

Next Steps

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

If the Committee is interested in Option 2 or 3 for recruitment, then the Committee should identify who should work with the HRRM Director to identify the information needed, such as desired knowledge, skills, and abilities and salary range, to get the Airport Manager position posted.