



# AIRPORT MANAGER HIRING COMMITTEE AGENDA

February 25, 2025 at 12:00 PM

Assembly Chambers/Zoom Webinar

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155 Heritage Way, Assembly Chambers

via Zoom: <https://juneau.zoom.us/j/89305090641>

or phone: 1-253-215-8782 webinar ID: 893 0509 0641

**Please Note:** due to conflicting use of the standard City Clerk Zoom Account, this is a different Zoom link for this 2/25 meeting.

**A. CALL TO ORDER**

**B. LAND ACKNOWLEDGEMENT**

**C. ROLL CALL**

**D. APPROVAL OF AGENDA**

**E. APPROVAL OF MINUTES**

1. February 12, 2025 AMHC Meeting Minutes - Draft

**F. AGENDA TOPICS**

2. ADK Consulting and Executive Search—Discussion on Recruitment and Screening Services for Airport Manager

**G. EXECUTIVE SESSION**

*The Committee may recess into Executive Session to discuss confidential recruitment information such as selection criteria for the Airport Manager position.*

**H. COMMITTEE MEMBER COMMENTS & QUESTIONS**

**I. NEXT MEETING DATE - to be determined**

**J. SUPPLEMENTAL MATERIALS**

**K. ADJOURNMENT**

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, e-mail: [city.clerk@juneau.gov](mailto:city.clerk@juneau.gov).

# AIRPORT MANAGER HIRING COMMITTEE MINUTES - DRAFT



February 12, 2025 at 12:00 PM

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- A. **CALL TO ORDER** – Chair Hughes-Skandijs called the meeting to order at 12:02 p.m.
- B. **LAND ACKNOWLEDGEMENT** – read by Mr. Peloso
- C. **ROLL CALL**

**Committee Members Present:** Chair Alicia Hughes-Skandijs, City Manager Katie Koester, Deputy City Manager Robert Barr, Airport Board Member Jerry Godkin, and Airport Board Member Chris Peloso

**Absent:** None

**Staff/Others Present:** HRRM Director Dallas Hargrave, Deputy Municipal Clerk Di Cathcart, Meeting Tech Kevin Allen, Dave Palmer, Tom Williams

- D. **APPROVAL OF AGENDA** – agenda approved as presented
- E. **APPROVAL OF MINUTES** – minutes approved as presented

- 1. **January 23, 2025 AMHC Meeting Minutes - Draft**

## F. **AGENDA TOPICS**

### 2. **CONSIDERATION OF DAVE PALMER AS INTERIM AIRPORT MANAGER**

Mr. Hargrave gave an overview of the memo included in the meeting packet regarding the conditions of Mr. Palmer being hired as the Interim Airport Manager. The hiring conditions are before the committee to review and make a motion to the Airport Board, if the committee so chooses, recommending the hiring of Mr. Palmer.

Chair Hughes-Skandijs asked if committee members had any questions.

Mr. Barr stated that he had spoken with Mr. Palmer one on one and had no reservations in his ability to perform the duties.

Mr. Peloso asked if Mr. Palmer be interested in the permanent position. Mr. Hargrave indicated that Mr. Palmer was available as an Interim but not interested in the permanent position.

**MOTION:** by Mr. Peloso that the Airport Manager Hiring Committee recommend to the Airport Board the appointment of Dave Palmer as Interim Airport Manager beginning April 18, 2025 and asked for unanimous consent. **Hearing no objection, motion passed.**

### 3. **UPDATE ON SELECTION OF EXECUTIVE RECRUITER - VERBAL UPDATE**

Mr. Hargrave gave an update on entering into a contract with ADK Consulting & Executive Search. This firm specializes in hiring at the Airport executive level. ADK's first step will be in the development of a recruitment brochure that gets circulated nationwide. They will set up a strategy meeting to meet with the committee and talk process in open session than move into executive session for recruitment specifics. Mr. Hargrave stated that

ADK would screen applicants with supplemental questions, video interviews and additional essay responses which will be shared with the committee when they (ADK) give their recommendations to the committee on finalists.

Mr. Peloso asked how much the recruiter will cost. Mr. Hargrave responded that the recruitment contract is for \$26,000.

Ms. Koester asked Mr. Hargrave for a quick timeline review. Mr. Hargrave said the job announcement will be posted for at least 30 days during which time ADK will screen incoming applicants. A committee meeting will be scheduled after the initial application period; at that time the committee can convene into executive session with ADK's project manager to receive an update on all the applications received, and who they recommend for final interviews possibly by early to mid-April. Mr. Hargrave said he will set up a timeline for committee members and share that with them at the next meeting.

Mr. Hargrave asked for approval to start working with ADK on the hiring brochure and noted that Project Manager Rod Binger would be available for the next meeting to talk process and answer questions from the committee. Committee members directed Mr. Hargrave to begin work with ADK.

**G. COMMITTEE MEMBER COMMENTS AND QUESTIONS**

Mr. Godkin thanked the staff for all their work on this hiring process.

The committee chose Tuesday, February 25<sup>th</sup> as the next meeting date.

**H. NEXT MEETING DATE** - Noon – Feb 25<sup>th</sup> next meeting.

**I. SUPPLEMENTAL MATERIALS** - *None*

**J. ADJOURNMENT**

*There being no further business to come before the committee meeting adjourned at 12:18 p.m.*

## Key Elements for Every Search

***Our focus is on top performers*** directing our principal energy and attention to the candidates who show highest potential of a good match for this position. At ADK, we target and identify top performing industry professionals who demonstrate a proven track record of success and best cultural fit for your organization. ADK's recruitment plan below can be tailored or amended to meet the Client's needs and/or expectations.

### **Communication:**

We strongly believe that communication with our clients and candidates is essential to a successful search. Throughout the search, we communicate with our clients and candidates so that we all have the same shared expectations.

### **Strategy Discussion:**

At the start of the search we schedule a "Strategy Discussion" that includes our Client (Hiring Manager and/or Executive Sponsor) and those associated with the search as well as our Project Manager and the ADK Team members that will work closely on the search. We will collectively determine the profile of what you are looking for in your new hire, discuss your expectations, express your priorities for the position, and define the exceptional qualities that you want to see in your new hire. ADK works with our clients to gain an understanding of their organizations and the community in which they live and work. This knowledge base continues to grow with every search. The information we gather will help our team build their strategic approach for the search. With the development and posting of a recruitment brochure, we will develop a firm timetable for the search.

### **Direct Sourcing and Team Approach:**

Every search is touched by multiple members of our team working collaboratively on all of our searches. The Senior Project Manager and Project Team who are responsible for your search thoughtfully create a target list of known potential candidates and a list of organizations that will most likely provide the best fit candidates for the position. Our team has an incredibly large network in the industry and first-hand knowledge of key leaders and resources throughout the country. Our role is to make the opportunity known to passive candidates. Personal contact is critical to success in recruiting these candidates.

### **Unmatched Database:**

We have been developing a database of industry professionals since 2003. We electronically contact over 75,000 opt-in subscribers announcing our searches through our widely read e-newsletter. We believe our database is unmatched because we make a concerted effort to keep contact information current and continually add new subscribers through our website and new applicants for our many C-level searches.

## Key Elements for Every Search

### Our focus is on top performers... (Continued)

#### Internal Candidates and External Candidates:

We are your partner in this search irrespective of the source of the candidates. Many of our searches include internal candidates and our client has the opportunity to see how their internal candidates compete on the national level. If candidates are generated internally or if Client receives applications/résumés directly, they should be referred to ADK to be included in the overall candidate pool. All candidates are assessed on their own merits.

#### Applicant Tracking System (ATS):

Candidates submit directly through our website to our secure online applicant tracking system, iCIMS, that is used by companies such as Amazon and Microsoft. At this location, candidates are requested to respond to initial screening questions that give us additional information about their background and qualifications related to the position that are not necessarily obvious in their résumé. Our screening process moves through various phases where our Project Manager advances the candidates to next steps including written responses to essay questions and self-directed video interviews explained in Phase 2 Screening. Top candidates and their screening materials are shared with our client through our dedicated Confidential Client Portal when Client wants to see them.

#### Notification:

ADK has an outstanding reputation for keeping candidates apprised of their status throughout the search process. After the search, those who seek guidance as to their possible shortcomings are given a courteous and professional response. Many candidates have expressed appreciation over the years for our thoughtful, helpful guidance.

## Work Scope

### Phase 1: Candidate Pool Development

Applicable to both  
Full Service and HR Assist searches.

## Candidate Pool Development

### 1.0 Startup and Recruitment Brochure Development

ADK will assist Client in the review of the Job Description (JDs) and provide suggestions as appropriate as part of the project startup strategy. Then we will develop a comprehensive and outstanding recruitment brochure that reflects on the position we are filling for Client. Other recommendations will be accepted as well and approved by Client. The brochure allows interested candidates to learn about the position, the company, and the requirements that establishes what is your ideal candidate. The approval of the recruiting handout is the “official kick-off” of the search campaign

### 1.1 ADK Network and Direct Sourcing

ADK retains staff who are specialists for a reason. We are widely known throughout the aviation industry, have personal knowledge of available talent, and know what the typical requirements are for the positions we are retained to help fill. We use our direct outreach process to actively recruit qualified and diverse candidates for this position.

Many of the most talented candidates we have placed come from our direct sourcing and targeted outreach through personal and direct telephone contacts, our industry leading e-newsletter, and the multiple recruiting licenses we have on LinkedIn. We add additional recruiting platforms to our outreach that are specific to the type of position being filled.

Our role is to make this position known to a wide universe of potential applicants and to cultivate an interest in the vacancy. The quality and diversity of the final list of candidates is totally dependent on the qualifications of the initial candidate pool; hence, the amount of time we spend on candidate pool development is critical to the success of our search process.

### 1.2 Marketing & Advertisement

In addition to the sourcing mentioned in 1.1 above, we will post electronic recruiting ads with organizations or other mediums utilizing the information developed in our brochure. We also post the open position on our website and multiple times through our e-newsletter list. Our intent is to capture passive candidates through our ADK e-Newsletter that is widely read, and through our team strategy and targeted approach.

## Work Scope

### Phase 2: Screening

Applicable to both  
Full Service and HR Assist searches.

*ADK uses a variety of tools* to assesses all candidates, internal and external. Through our vetted and thorough screening phases, we assess background and skill sets, level of enthusiasm for the position, cultural and personality fit, reputation, and leadership style. We determine the closest match to background and experience that is relevant to the position.

#### Level 1 Screening:

##### **2.0 Job Specific Questionnaire:**

These questions are the first screening questions that are presented to the candidates at the time they apply. They are quick multiple choice questions that tell us whether the candidate meets the minimum qualifications for the position as developed with Client's input.

##### **2.1 Résumé Review:**

Résumés are reviewed by the Project Manager and the Assistant Project Manager.

##### **2.2 Next Steps:**

Top candidates meeting the qualifications and expectations are moved to the next stage of ADK's screening process.

## Work Scope

### Phase 2: Screening

Applicable to both  
Full Service and HR Assist searches.

### Level 2 Screening

#### **2.3 Client's Application (if required)**

If Client has a required application process, candidates will be notified via email and an included link that leads to the Client's application that must be filled out to be considered for this position. Candidates will be notified that this application does not come to ADK.

#### **2.4 Questionnaire**

Candidates who meet minimum qualifications will be asked to respond to essay questions at this point. These supplemental responses give us additional insight into the candidates, how they think, an example of their written communication skills, and more information than is typically found in a résumé.

#### **2.5 Video Recordings**

We provide a video interview snippet to gain insight into a candidate's presence and demeanor.

#### **2.6 Review of Essay Questionnaires & Video Recordings**

The ADK Search Manager and associated team members review all Essay Questions and Recorded Video Interviews.

#### **2.7 Conversations**

The Search Manager explores any areas that may need to be clarified through personal conversations with the top candidates.

#### **2.8 Client Consultation**

Multiple conversations with Client are anticipated to insure our process and Client's expectations are in sync. ADK provides a selective, well thought out, insightful and intelligent process for the Client. Candidate submittals and screening results are made available in real-time for easy viewing by Client through our Confidential Client Portal. Recommendations are made to Client for next steps in the client screening process. ADK understands that this is a very important and strategic move for the search process and for the Client.

#### **2.9 Deliverables**

Client and ADK have agreed on candidates that will be moved forward to Level 3 Screening.

***NOTE: For an HR Assist search, at this point of the process, ADK has completed it's search and Client takes over with their normal HR processes that may include additional testing, interviews, reference checks, media checks, final interview logistics, and negotiations. ADK does not guarantee that Client will select a finalist for an HR Assist search. ADK is still due full payment if Client decides not to hire anyone for the position being filled under an HR Assist.***