



EAGLECREST HUMAN RESOURCES COMMITTEE

AGENDA

June 11, 2024 at 5:30 PM

Assembly Chambers/Zoom Meeting

Join Zoom Meeting:

<https://juneau.zoom.us/j/88259484580?pwd=Z0dyTUdKdHh4ZEY0STU0N1M0VnovZz09> or call 1-346-248-7799,
Meeting ID: 882 5948 4580, Passcode: 372236

A. ROLL CALL

B. PUBLIC TESTIMONY

C. UPDATE GENERAL MANAGER POSITION DESCRIPTION

1. Review and Approve

Draft General Manager Position Description

D. GENERAL MANAGER SELECTION PROCESS

1. Review and approve draft process

Dallas Hargrave June 1, 2024 Memo re: General Manager Recruitment

E. INTERIM LEADERSHIP SUPPORT

1. Memo Regarding Kirk Duncan Proposal

F. SCHEDULE FUTURE HR COMMITTEE MEETINGS

G. EXECUTIVE SESSION

a. General Manager (GM) selection criteria, GM candidates, and interim leadership support. (*"Motion by xx, to recess into executive session to discuss matters that the immediate knowledge of which would defame or prejudice the character or reputation of any person, and to discuss recruitment examination materials that are confidential."*)

H. ADJOURNMENT



POSITION DESCRIPTION

Reason for Submission: Update of PD for recruitment	Date: 06/6/2024

Current Job Title:	Eaglecrest Ski Area Manager	PCN:	142005
Department:	Eaglecrest	Division:	Administration
Class Code: 0101	Range: 117	FTE: 1.0	Status:
FLSA: Over-time eligible: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Bargaining Unit:		
Exemption(s):	None <input checked="" type="checkbox"/> MEBA <input type="checkbox"/> PSEA <input type="checkbox"/> IAFF <input type="checkbox"/>		
Supervisor's Title: Eaglecrest Board	Supervisor's PCN: N/A		

Section I: Position Overview

(Briefly summarize the main purpose, service, or product for the existence of the position)

The Eaglecrest Ski Area Manager serves as general manager of the Eaglecrest Ski Area, reporting to the volunteer Board of Directors of the Eaglecrest Ski Area (Board) who reports to the Assembly of the City and Borough of Juneau. This position oversees year-round operation of the Eaglecrest Ski Area. This includes, mountain and business operations, equipment, personnel, public relations, marketing, relationships with concession businesses and community outreach.

The Ski Area Manager is responsible for overseeing management of the mountain in accordance with all standards, ordinances, regulations and applicable laws, in order to provide a safe recreation and working environment. Responsibilities include planning for future development according to Board policies, through by-laws, operations plans, personnel plans, employee and supervisor handbooks, and general direction. The General Manager attends Board meetings and represents the Board at other public meetings at the discretion of the Board. The General Manager is responsible for quality control in the conduct of individual departmental functions and for meeting timelines for service delivery, safety measures, and financial integrity.

This position must show strong abilities in leadership, managerial oversight, and coordination of activities. This requires the ability to foster working relationships with ski area department managers, their appropriate staffs, the Board, the community, clubs, volunteer National Ski Patrol, and the Assembly of the City and Borough of Juneau.

Job Duties

Briefly describe the most important duties performed in the normal course of work. List, in order of importance, the specific duties performed on a regular basis. Estimate the percentage of time spent on each duty. Primary responsibilities are those tasks that are basic, necessary, and an integral part of the job. Other responsibilities are those considered peripheral, incidental, or a minimal part of the job.

Functional Area: Operations**Estimated Percentage of Time: 15%**

POSITION DESCRIPTION

Oversees management of operations, including Snowmaking, Grooming, Lift Maintenance, Vehicle Maintenance, Power Generation and Water Works Divisions, maintenance, and repairs of the Eaglecrest Ski Area. Additionally clearing (winter and summer), summer trail maintenance, Nordic trail maintenance and track setting, and ski patrol.

Functional Area: Business Management

Estimated Percentage of Time: 20%

Oversees accounting and finances, implementation and management of operational plans, including strategic and business components, development of interim financial reports that clearly interpret business performance, annual budget documents, marketing, public relations, community outreach, and sales and ticketing. Keeps informed of evolving trends in the winter sports industry and tourism industry.

Functional Area: Supervisory Controls

Estimated Percentage of Time: 20%

Overall management guidance and oversight for this position is from the Eaglecrest Board of Directors. Work is assigned in terms of Board goals and expectations. The Ski Area Manager carries out managerial responsibilities independently utilizing the Board for consultation. Work is reviewed for achieving Board goals, policies, and expectations.

Functional Area: Lodge, Facilities and Maintenance

Estimated Percentage of Time: 15%

Oversees management of lodge operations, including rental, retail and repair, bus schedule and operation, janitorial duties, lodge and facility rentals, food service, Snowsports School, lift and vehicle maintenance, building maintenance, including lodge and other outbuildings

Functional Area: Planning

Estimated Percentage of Time: 20%

Plans, maintains, updates and executes an area management plan approved by the Board with input obtained by the Board, staff and members of the public to determine information needs for the ski area.

Functional Area: Representations

Estimated Percentage of Time: 10%

A key duty of this position is the ski area managerial representation of the Board policies. As such, is the key link between the Board and ski area stakeholders and interests in Southeast Alaska. Importantly, is the principle point of contact between the Board and interested constituents on a day-to-day operational basis. Actively engages the community and the Board to determine how ski area management can deliver and/or facilitate the delivery of excellent recreational opportunities.

Licenses and Certifications Required

(CPR, First Aid, CDL or Alaska Driver's License, Professional Licenses etc.)

Valid Alaska Drivers License at time of appointment and for continued employment.

Section II: Physical, Mental, and Environmental Conditions & Requirements

To comply with the Americans with Disabilities Act of 1990 (ADA), Occupational Safety Health Administration (OSHA), and Blood-borne Pathogens Standards, it is necessary to specify the physical, mental, and environmental conditions of the ESSENTIAL DUTIES of the job. Use the following codes to complete this section:

NA: Not required of the position

NE: Required, not essential of the position

O: Occasional, up to 33% of the time; ESSENTIAL of the position

F: Frequent, ESSENTIAL of the position

POSITION DESCRIPTION

PHYSICAL:

Bend: ☐ **Sit:** ☐ **Squat:** ☐ **Stand:** ☐ **F**
Crawl: ☐ **NE Walk:** ☐ **F Climb:** ☐ **NE Kneel:** ☐ **NE**
Swim: ☐ **NA Lifting (up to 20lbs):** ☐ **F Lifting (20lbs-50lbs):** ☐ **F**
Lifting (over 50lbs): ☐ **Push/Pull objects:** ☐ **Read:** ☐ **F**
Hold/handle objects: ☐ **F Reach above shoulder level:** ☐ **NE**
Distinguish Colors: ☐ **F Hearing conversation/sounds:** ☐ **F**
Distinguish odors by smell: ☐ **NA Use fine finger movements:** ☐ **F**
Use of hazardous equipment: ☐ **NE Seeing objects at a distance:** ☐ **NE**
Seeing objects peripherally: ☐ **NE Seeing close work (e.g. typed print):** ☐ **F**
Other: ☐ **NA**

MENTAL:

Read/Comprehend: ☐ **F Write:** ☐ **F Perform Calculations:** ☐ **O**
Problem solving: ☐ **F Reason and Analyze:** ☐ **F Multi-task:** ☐ **F**
Work Cooperatively w/others: ☐ **F Direct, control, and plan:** ☐ **F**
Perform under constant/changing deadlines: ☐ **F Influence people:** ☐ **F**
Manage confidential information: ☐ **F Comprehend and follow instructions:** ☐ **F**
Make presentations to public forums/committees: ☐ **O**
Manage and/or lead work of others: ☐ **F Other:** ☐ **NA**

ENVIRONMENTAL:

Is exposed to excessive noise: ☐ **O Is around moving machinery:** ☐ **O**
Works in confined spaces: ☐ **NE Work at heights (towers, poles):** ☐ **NE**
Exposed to changes in temperature and/or humidity: ☐ **NE**
Exposure to infection, germs, or contagious diseases: ☐ **NE**
Exposure to insect bites/stings: ☐ **NE Exposure to electrical current (not outlets):** ☐ **NE**
Exposure to materials potentially contaminated by blood or bodily fluids: ☐ **NA**
Driving cars/trucks/boats: ☐ **O Driving heavy equipment:** ☐ **NE**
Other: ☐ **NA**

Special Requirements of Employment		
<input type="checkbox"/> Overtime	<input checked="" type="checkbox"/> Must be willing to work nights and/or weekends.	<input checked="" type="checkbox"/> Must be available for on-call assignments and/or alternate work schedule
<input checked="" type="checkbox"/> Shift Work	<input checked="" type="checkbox"/> Travel outside of normal business hours & outside normal hours.	<input checked="" type="checkbox"/> Travel, to include overnight stays.
<input checked="" type="checkbox"/> Must comply with all workplace safety requirements.		



POSITION DESCRIPTION

☒ Other: Core Competencies (Key Attributes) expected of this position:
Confidentiality: Must be able to keep employee personnel and medical information confidential.

Section III: Supervisory Responsibilities and Authority									
No Authority (NA)					Position does not have authority to take action.				
Recommend (R)					May make suggestions of action to their supervisor.				
Prior Approval (PA)					Position must inform supervisor and obtain approval before taking action.				
Complete Authority (CA)					Incumbent is authorized to take action without approval from their supervisor; must inform supervisor of any action taken.				

Indicate if the position is a Supervisor OR a Lead.

This position is a Supervisor: Yes ☒ No ☐ This position is a Lead: Yes ☐ No ☒

The boxes below are used to designate this position’s level of authority and responsibility.

PCN(s): 142002, 142003, 142004, 142014, 142015					Job Title(s): Mountain Safety Manager, Director of Snow Sports, Base Operations Manager, Lift and Vehicle Maintenance Manager, Marketing and Events Manager				
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Train	Evaluate Performance	Schedule Work	Authorize Leave	Certify Timesheets		Appoint/Promote	Authorize Overtime	Discipline	Adjudicate Grievances
X	X	X	X	X		X	X	X	X

Certifications:
I have reviewed this position description and certify that all the information cited above is accurate and complete to the best of my knowledge.

Employee (required*):	Date:
Supervisor (required*):	Date:
Division Head:	Date:
Department Director (required*):	Date:

COMMENTS
(desirable attributes, special software or equipment used, proposed changes to minimum qualifications)



POSITION DESCRIPTION

1. Broad knowledge of all aspects of ski area management, including individual departmental functions.
2. Team player, committed, efficient, alert, positive, courteous, problem solver.
3. Strong communication, customer service and managerial skills.
4. Strong accounting, bookkeeping, inventory and budgeting skills.
5. Adequate computer skills.
6. Knowledge of regulations, laws and codes regarding safety, insurance, benefits, human resources, workers' compensation and labor management.
7. Extensive personnel management experience.
8. Experience in planning and executing projects.
9. Dependable, punctual, responsible, thrive in high-energy environment.
10. Must be a "hands-on" manager, able to fill in for other managers.
11. Promote and exhibit excellent customer service and customer relations skills.
12. Understanding and experience in marketing, promotions, and community outreach.
13. Must be Alcohol, Tobacco and Firearms (ATF) eligible in order to oversee avalanche safety protocols.



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

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.

Date	Activity
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.



MEMORANDUM

Date: June 10, 2024

To: Eaglecrest Board Human Resources Committee

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

Re: Management support during leadership transition

Recently, previous Eaglecrest GM Kirk Duncan has reached out and offered assistance to the Eaglecrest Board and the current Eaglecrest management team to assist with the leadership transition.

Summary of the proposal from Mr. Duncan

Mr. Duncan has offered to provide support in three primary areas:

1. Making sure that the area is ready to open by the second week of December
 - a. Lift maintenance
 - b. Winter vehicle maintenance
 - c. Seasonal pricing and promotional campaign
 - d. Staff development
 - i. Recruiting a mountain operations director
 - ii. Determining a process to ensure full staffing for the upcoming season
2. Recruiting a new general manager
 - a. Developing an effective recruiting campaign (CBJ staff can do this while I would provide some industry specific information)
 - b. Developing an effective candidate evaluation process based on industry knowledge
3. Working with CBJ staff to determine how best to move forward with the design and construction process of the pulse gondola project
 - a. With both the Black Bear and Porcupine projects, an industry expert was required to be on site for the project to ease the construction process and reduce cost
 - b. Determining methods to streamline design, procurement and construction costs as well expediting the schedule

Mr. Duncan is available from June 17, 2024 to September 22, 2024, part in-person on the mountain and part remote work from his current home in Washington state. It is estimated that the cost for this work will be approximately \$45,000 and should be able to be covered under the current budget due to vacancies.

Next Steps

The board needs to determine whether they are interested in hiring Mr. Duncan as an Interim General Manager, and deliberations regarding this decision are appropriate for the executive session. If the board is not interested in hiring Mr. Duncan as an Interim General Manager, then the decision whether to hire him and into what position is a matter to be determined by the current Interim General Manager.