



basecamp
outdoor

Hiring is Branding

Become a *Destination Employer*
through understanding the
needs of today's workforce -
and providing it

Join 28,000 colleagues and job seekers





Basecamp is where the outdoor industry networks

Outdoorsy folks from students to CEOs gather in basecamp to cultivate career opportunities, collaborate on projects, learn from experts, and advocate for an equitable workforce.

Industry Leaders

Freelancers

HR + Hiring
Managers

PR Pros

Journalists

Athletes

Students

Job seekers

A woman with curly hair and glasses is seated in a crowd, looking towards the left. She has a tattoo of an anchor and wings on her right arm. The background is blurred, showing other people in a similar setting. The text is overlaid on the image in a white, sans-serif font.

What we'll learn today:

1. What top talent needs to see before applying

A woman with curly hair and glasses is seated in the foreground, looking towards the left. She has a tattoo of an anchor on her right arm. The background shows other people in a lecture hall setting.

What we'll learn today:

- 1. What top talent needs to see before applying**
- 2. How to make sure they see it**

**BRANDING = WHAT
PEOPLE THINK OF YOUR
COMPANY/ORGANIZATION**



A man with curly hair and a beard, wearing a light blue t-shirt, is sitting in the driver's seat of a boat. He is smiling and looking towards the camera. A woman with long dark hair, wearing a plaid shirt, is sitting next to him, also smiling. The background shows the interior of the boat with windows and some equipment.

**Your brand attracts
customers/clients....**

or not.

A diverse group of smiling people, including adults and children, are posed together outdoors in a grassy field. They are all wearing blue shirts. The group includes a man with dark hair, a woman with curly hair, a woman with straight hair, and a man with short hair. In the front row, there are five children of various ethnicities and ages, some wearing colorful shirts (pink, green, pink, grey, yellow). The background is a soft-focus green field with trees in the distance.

**Your brand also attracts and
retains employees....**

A person wearing a yellow jacket is seen from behind, standing on a city street. They are looking towards a yellow vehicle, possibly a bus or truck, in the distance. The background shows city buildings and a street with a crosswalk. The image is slightly blurred, giving it a candid feel.

**Your brand also attracts and
retains employees...**

Or not.

A background image of a crowded conference or festival. In the foreground, a man in a plaid shirt is seen from the back, looking towards a woman in a white shirt who is smiling and holding a green can. To her right, another man in a grey shirt is looking towards her. In the background, there are other people and a yellow sign that says "SPEED NETWORK".

You not only need to create a culture that attracts talent...

You need to tell them about it.

We will take you through key activities:

Before Hiring During Hiring After Hiring



Before Hiring

Know your values. Show your values.

A person with long, dark hair, seen from behind, wearing a blue jacket. They are looking out over a vast, hilly landscape under a cloudy sky. The scene is dimly lit, suggesting dusk or dawn. The text is overlaid on the left side of the image.

**Internally determine values
surrounding key issues
employees care about.**

- Good Pay
- Remote/Flexible Work Environments
- Time Off/Free Time
- Health/Mental Health
- Inclusion/Representation
- Growth Opportunities

What would make you STOKED to apply for a role?
Once again, please add your own insightful options.
(Let's assume jobs are paying a living wage as a default).



Added by you
Flexibility on remote work



557 votes



Added by you
Generous PTO



504 votes



Added by you
Paid healthcare premiums



336 votes



Added by you
Matching 401k



295 votes



Added by [Mitch Dean](#)
4 day work week option



244 votes



Added by you
A diverse leadership team



228 votes



Added by you
A clear schedule for promotions or professional development



199 votes

Cheat Sheet!

Top talent wants:



A living wage

Tl;dr - If you can't afford to pay employees, you can't afford to have employees.


Pay people a living wage, that's how you will attract good, loyal and passionate employees. No matter who they are, college students, ski bums, dirt bags. Everyone deserves wage that allows them to afford housing, food, recreation, etc. etc.

Love, Benky 2w



Good pay will bring us in!

College students got students loans, competitive pay is the trick really.

A group of diverse children are smiling and looking out from the entrance of a light-colored tent with a red trim. The children are of various ethnicities and ages, appearing happy and engaged. The background shows a blurred natural setting with green foliage.

The few employers in this industry who actually pay well have their pick of the workforce, and their TripAdvisor reviews reflect that. They make more money, help more people, change more lives.

Mental Health Support & Reasonable Schedules

Give staff more breaks & time off.

more luck when we switched to shorter shifts because staff was getting burnt out too quickly.

Higher pay and greater emphasis on mental health and intentional community

Growth

2. Ensure that the job offers skills that will contribute to future job opportunities. Build training and certification around those skills and

Something that hasn't been said - how will this job help them get future, permanent jobs - can you provide training, documentation of skills, references, future track to employment? What disciplines would this help with? Education? Special Ed? Recreation management? Volunteer management? Nonprofit management? How will it help build their resume?

Offer real certifications and skills that can be transferred elsewhere not just soft skills. It's harder to put soft skills on a resume.

how to talk about and represent this unique experience on their resume. Offer a coaching session or resources to get them prepared for their next steps.

Diversity, Inclusion, and Equity

diversity and inclusion. sorely missing in any outdoor groups. ive given up on the industry and i know several people like me

summer). Provide inclusion training so that legacy staff don't chase away people new to the camp world.

I've seen a lot of handbooks that are overly restrictive for staff- think can't have dyed hair or visible piercings or tattoos. Even though I don't have any of those things, it sends red flags that the employer is going to be involved in my life in ways I find inappropriate. I supervise

Higher Pay, considering other age ranges and not discriminating about age and amazing leadership

Empathy & Good Leadership



had a variety of different camp leadership styles. It honestly means the world when your opinion is valued and accepted by leadership instead of having leadership steamroll everything. I know this isn't directly related to attracting counselors and is hard to share with prospective hires but it does matter for counselor retention in future years.

Know what people care about ✓

Determine your values/policies ✓

A man and a woman are sitting on a porch, holding mugs, with text overlays. The man is on the left, wearing a grey beanie and a brown jacket, holding a white mug. The woman is on the right, wearing a pink beanie and a pink sweater, holding a blue mug. They are sitting on a wooden bench. The background is a wooden wall. The text overlays are in white and yellow. The first text is "Know what people care about" in white, followed by a large yellow checkmark. The second text is "Determine your values/policies" in white, followed by a large yellow checkmark. The third text is "Talk about them" in white.

Know what people care about



Determine your values/policies



Talk about them

A background image of two women with long dark hair, smiling and pointing their index fingers at each other. The woman on the left is wearing a light blue cardigan over a white top and holding a black smartphone. The woman on the right is wearing a brown short-sleeved shirt. The entire image has a semi-transparent olive green overlay.

WHO!?

Determine who is doing this work!

(HR, marketing, a combo, or outside help?)

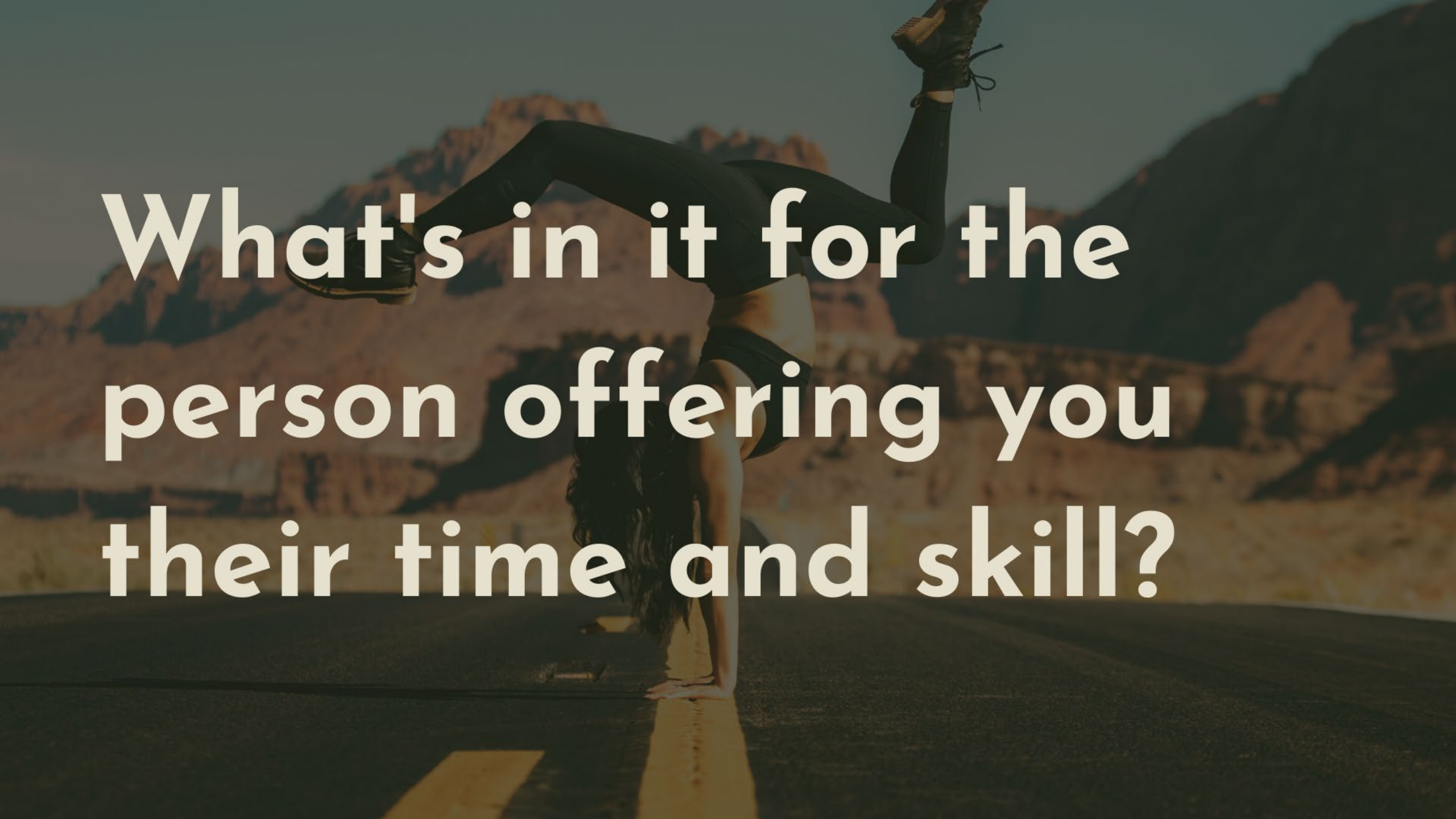
Career Pages



Career Pages

It's. Not. About. You



A person is performing a handstand on a paved road in a desert landscape. The person is wearing a black long-sleeved top and black leggings. Their legs are spread wide in the air, and their arms are extended downwards to support their weight on the road. The background features rugged, reddish-brown mountains under a clear sky. The text "What's in it for the person offering you their time and skill?" is overlaid in a large, white, sans-serif font.

**What's in it for the
person offering you
their time and skill?**

Values, benefits, perks

(Everything we just talked about)

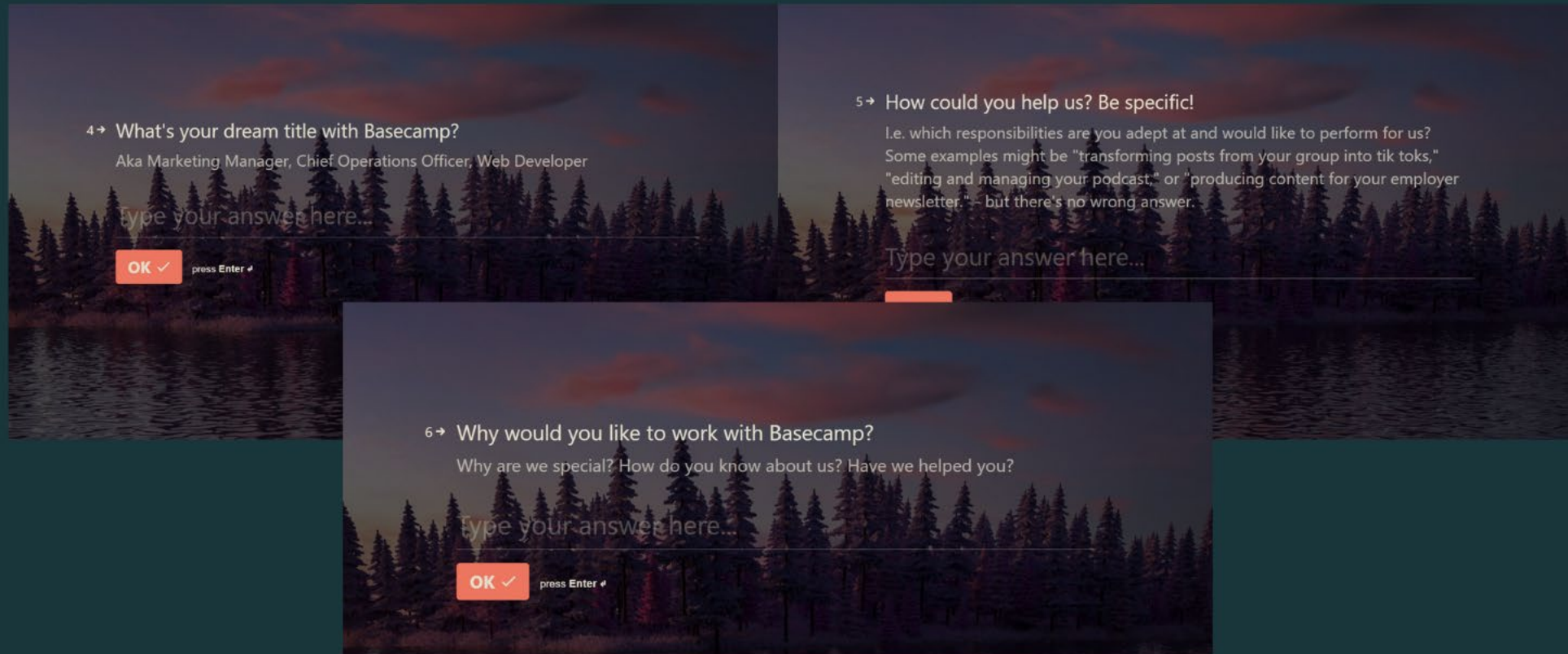
Advertise your pay rates. Show off the fact that your employees aren't homeless, can afford to eat real food, are making progress on their student loans. Advertise the fact that, if one of your employees gets sick or injured, they can afford medical care. Advertise the ways your employees are actually better off as a result of their hard work.

A photograph of a small wooden cabin with a corrugated metal roof, situated in a wooded area with trees displaying vibrant autumn foliage. A wooden picnic table and benches are in the foreground, and a body of water is visible through the trees in the background. The scene is covered with fallen autumn leaves.

Housing = Destination Employer

Highlight the perks of housing being included.

Open role with an inviting process (Resumes can be daunting!)



4 → What's your dream title with Basecamp?
Aka Marketing Manager, Chief Operations Officer, Web Developer

Type your answer here...

OK ✓ press Enter ↵

5 → How could you help us? Be specific!
I.e. which responsibilities are you adept at and would like to perform for us?
Some examples might be "transforming posts from your group into tik toks,"
"editing and managing your podcast," or "producing content for your employer
newsletter." – but there's no wrong answer.

Type your answer here...

6 → Why would you like to work with Basecamp?
Why are we special? How do you know about us? Have we helped you?

Type your answer here...

OK ✓ press Enter ↵

A day in the life - get specific about what people are doing so fit is obvious.
Testimonials, interviews, access to current employees.



Michele Coddington, Director of Retail Sales



Valerie Rico, Retail Operations Manager



Cari Lancaster, Colorado Area Manager



Wendy Rich, District Manager (Idaho, Utah, Colorado, Wisconsin, Illinois, Minnesota, Kansas)

Statistics

Where you are and where you're going (diversity, pay parity, benefits)



OUR CURRENT STATE

47.4%

of our U.S. workforce is currently made up of underrepresented groups (Women, Black, Latinx, Indigenous, Multiracial, LGBTQ+ employees, People with Disabilities, and Veterans).

OUR GOAL

50%

of our U.S. workforce will be made up of underrepresented groups (Women, Black, Latinx, Indigenous, Multiracial, LGBTQ+ employees, People with Disabilities, and Veterans) by 2023.

OUR GOAL

2X

double the U.S. representation of Black leaders (VP+) and increase our representation of underrepresented minority (Black, Indigenous, Latinx, and Multiracial) leaders by 50% by 2023.

OUR GOAL

50%

increase our U.S. representation of underrepresented minority (Black, Indigenous, Latinx, and Multiracial) employees by 50% by 2023.

What your interview/application process looks like

How we interview at Bird

- + You apply
- + The first contact
- + The second conversation
- + Assignment (if any)
- + Final interview(s)
- + Offer

A kayaker wearing a red helmet and orange gear is navigating a yellow kayak through white water rapids. The kayaker is holding a black paddle. The background is a dark, textured image of the water and rocks.

Social Media
Internal newsletters
Events
Job Descriptions

The background of the slide features a warm, golden-hour sunset over a snowy mountain range. In the foreground, several snowboarders are silhouetted against the bright light. One person on the left is standing and holding a snowboard vertically. In the center, another person is crouching down. To the right, a snowboard lies flat on the snow. The overall atmosphere is serene and adventurous.

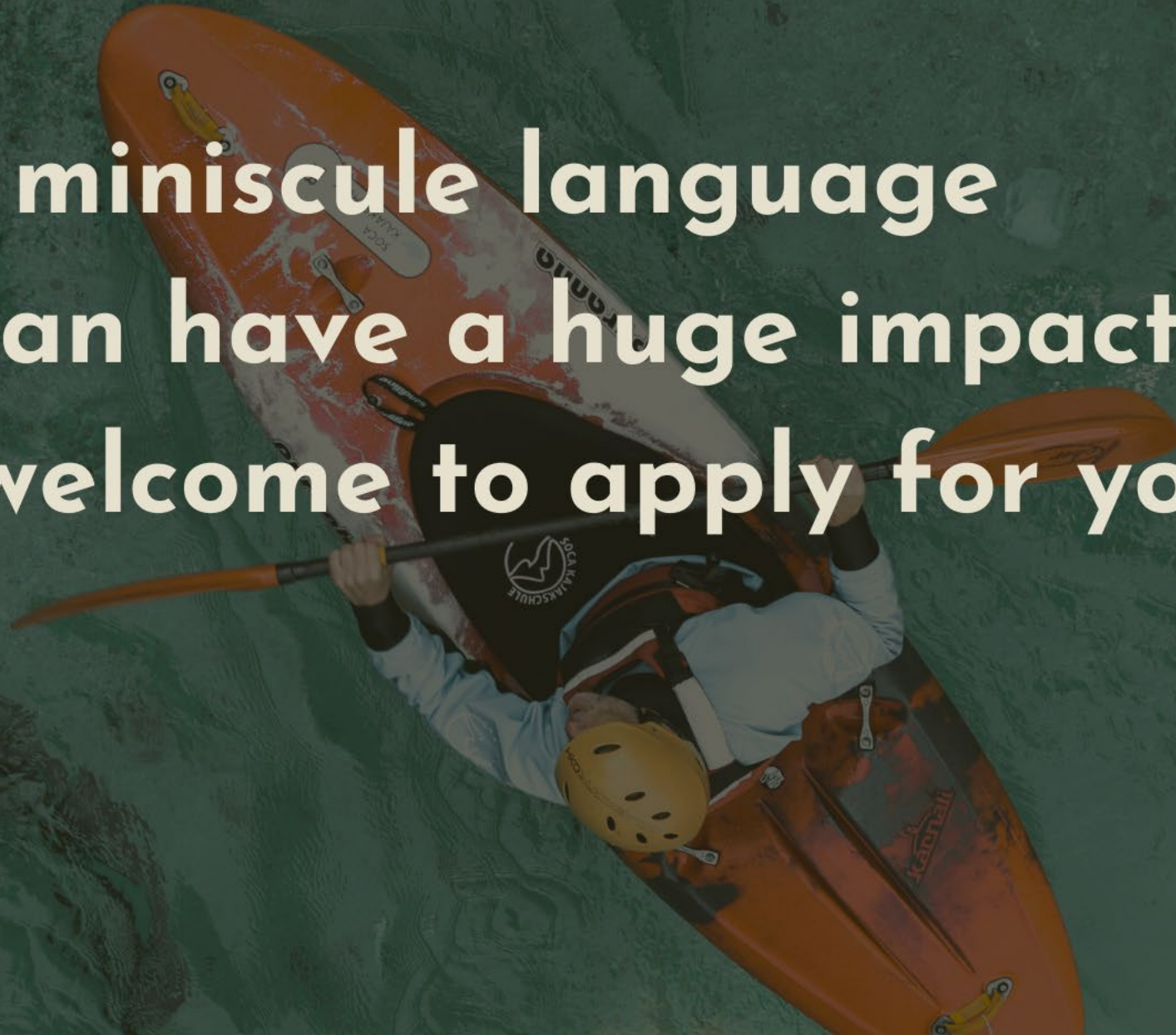
During Hiring

Inclusive Job Descriptions + Smart Pipelines



Job Descriptions

**Seemingly miniscule language
decisions can have a huge impact on
who feels welcome to apply for your
role.**





Common pitfalls:

Gendered language

freshman, decisive

Jargon/Buzzwords

Rockstar, "self-starter", CRM

Boundaries

We're a family

A person is seen from behind, sitting in a yellow kayak on a calm river. They are holding a black paddle high above their head with both hands. In the background, another person is visible in a kayak further down the river. The scene is set against a backdrop of green trees and a clear sky, with the water reflecting the light. The overall tone is peaceful and active.

Ideal job descriptions:

Pay, location, type of work

Clear responsibilities

Basic qualifications


Covid Policy

How to apply

A photograph of two people kayaking on a body of water during sunset. The person in the foreground is a woman with long blonde hair, wearing sunglasses and a dark t-shirt, smiling at the camera while holding a black paddle. The person in the background is a man with a beard, also wearing sunglasses and a dark jacket, holding a paddle. The kayakers are in white kayaks. The water is calm, and the background shows a shoreline with trees under a warm, orange-hued sky.

Ideal job descriptions:

wage transparency

A photograph of three young women sitting outdoors, smiling and playing instruments. The woman on the left is holding a small white instrument, the woman in the middle is holding a guitar, and the woman on the right is holding a guitar. They are all smiling and looking towards the camera. The background is a blurred outdoor setting with trees and a tent. The text "Hiring Pipelines" is overlaid in the center in a large, white, sans-serif font.

Hiring Pipelines

Hiring Pipelines

- Colleges, Universities, HBCUS
 - Rec programs, biology, ECE
- Military
- Older populations
- Affinity Groups
 - Facebook (Basecamp!)
- Niche Job Boards
 - Basecamp, CoolWorks

Where to show up

As a current college student in this industry, I think it is extremely important for camps to reach out to the colleges. In a number of my classes we have had several camps reach out to our main professor and ask if they could present to us or to send their message about hiring onto us students. I think the most valuable part to me was the ones who gave presentations and really wanted to make a connection

my camp and wanted to work there. Definitely do what you can to recruit from your past campers - those are people that know what you do and will want to return. I love the idea of a signing bonus and a referral system. Especially to young people, an extra \$200-\$500 in their pocket right now would be huge. Don't put a cap on it either, if one person brings in 10 people, give them all the bonuses. People want to work with their friends, and great workers tend to be friends with great workers.

If I might interject a thought. It's traditional to hire 18-25yo for summer camp but you might be missing out on a large pool of other workers. I'm 54, retired military and exceedingly active. This past summer I took a job at Glorieta Camps on the Activity Staff...you know those crazy folks who think an entire day playing on the zip lines, repelling and climbing are fun! I had a blast and frankly some of the younger folks had a hard time keeping up. Not everyone who is older is out of shape. Quite a few are active, love working with kids, have their own children out of the house and are now retired. Therefore, they have the flexibility to take a job just for fun and not worry about the pay as much. Will you have lots of these people? Probably not but if you widen your search you might be surprised at the results.

I also think that university outing clubs and trip programs are good places to reach out to try to find applicants. In the past I've made a big list of outing club and trip program contact info and sent a mail merge with information about the role and application.

When I was in college I worked at a summer camp and I found the opportunity in my school newspaper. I think that's a great way to reach

Also you should post on Handshake. That's where I look for jobs.

A group of four people are gathered around a campfire in a wooded area. They are all smiling and appear to be enjoying their time. The man on the left is roasting a marshmallow. The woman next to him is also roasting a marshmallow. The man on the right is holding a marshmallow. The woman on the far right is also roasting a marshmallow. The campfire is in the center, with flames visible. The background shows a tent and some trees.

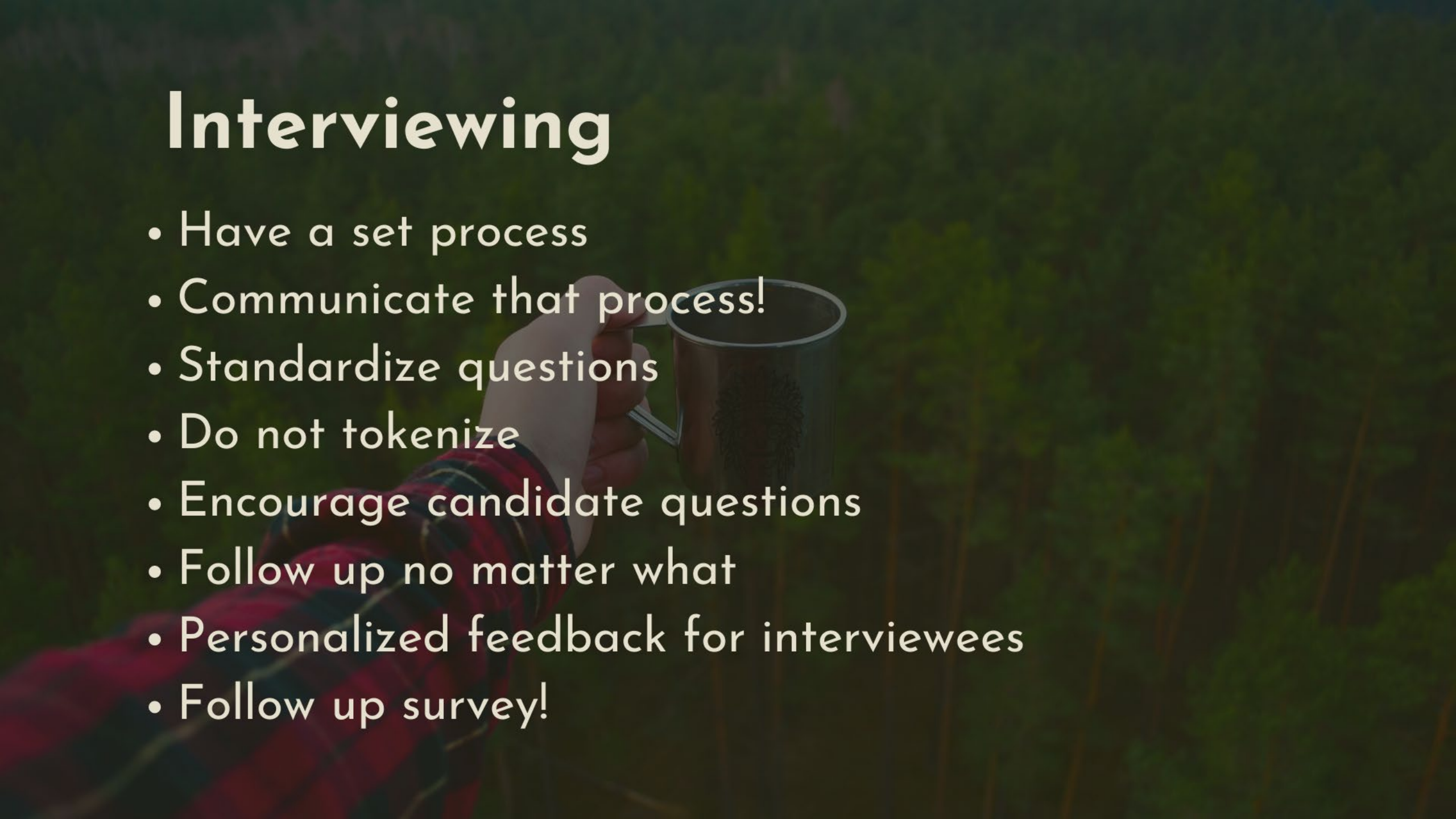
Interviewing

A golden retriever is peeking out from behind a yellow tent. The dog's face is visible through the tent's opening, with its tongue hanging out and its eyes looking towards the camera. The background is a soft-focus green field.

Pitfalls that destroy brands:

- 1. Unpaid tests**
- 2. Ghosting**

Interviewing

- Have a set process
 - Communicate that process!
 - Standardize questions
 - Do not tokenize
 - Encourage candidate questions
 - Follow up no matter what
 - Personalized feedback for interviewees
 - Follow up survey!
- 
- A background image showing a hand holding a dark mug, with a plaid shirt sleeve visible. The scene is set in a field of tall grass or reeds, with a soft, out-of-focus background.

A person is sitting on the ground outdoors, wearing a green jacket and blue sneakers. They are holding a red book and a green cup. A semi-transparent white box is overlaid on the image, containing the text "After Hiring" and "Retention/Return Employees".

After Hiring

Retention/Return Employees

A person wearing a grey beanie and a striped blanket is sitting inside a green tent, holding a white cup. They are looking out at a mountain landscape. The scene is dimly lit, suggesting dawn or dusk. The text "Feedback/grievance mechanisms" is overlaid in white.

Feedback/grievance mechanisms

Career Mapping or 'Job Series'



A person is cooking breakfast on a red camp stove outdoors. They are holding a slice of potato over a frying pan that contains two sunny-side-up eggs. The stove is sitting on a bed of dry pine needles. In the foreground, there is a plate with a fried egg and toast, a white mug, and a bag of bread. Other people are sitting around, and a red cooler is visible in the background.

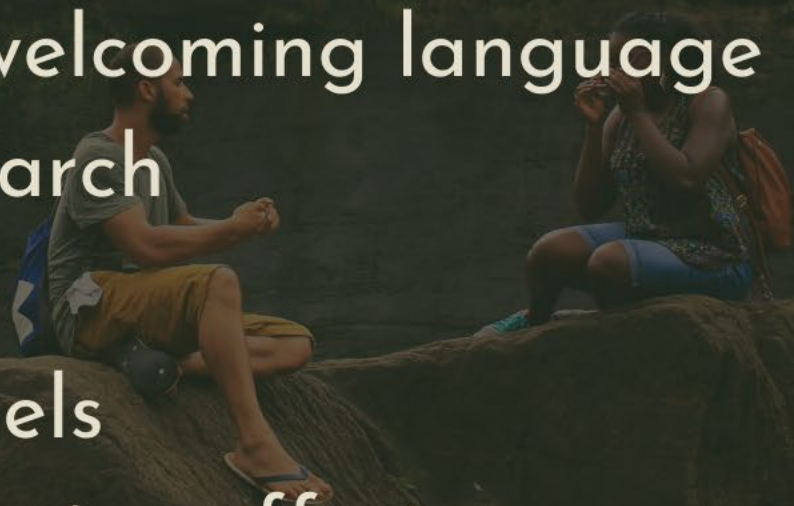
Pay parity & transparency

A photograph of a young man and woman sitting on a wooden deck at dusk. The man is holding a smartphone to take a selfie of both of them. The woman is smiling and has her hand on the man's head. In the background, there is a hammock and a forest. The image has a dark, moody overlay.

Well-resourced DEI and inclusion initiatives

Common employer branding mistakes:

- Not catering to employee needs
- Having great culture - but not showing it!
- Not leveraging current employees
- Unconscious bias/unwelcoming language
- Narrow candidate search
- Ghosting candidates
- Poor feedback channels
- Poorly resourced inclusion efforts



A woman with long, wavy blonde hair is smiling and looking towards the right. She is wearing a white, sleeveless top with a subtle floral pattern. The background is a blurred outdoor event with many people and structures under a large tent. The overall tone is warm and positive.

www.wearetheoutdoorindustry.com

Thank you!

Please complete the session evaluation for this presentation in the America Outdoors Crowdcompass mobile app.



AMERICA OUTDOORS
CONFERENCE AND
OUTFITTER EXPO

