

CANDIDATE PROFILE

Director of People & Culture
Midland Country Club
Midland, Texas



www.midlandcc.com

A short video on this opportunity is coming soon.

The Organization

Midland Country Club (MCC) is a premier destination set on 580 acres in the heart of Midland, Texas. Established in 1927, the Club has a rich history and a tradition of excellence in providing exceptional experiences for members and guests.

Midland Country Club's crown jewel is its 7,483-yard championship golf course, ranked among the Top 50 in Texas by The Dallas Morning News. Designed by renowned architect Ralph Plummer, the course combines strategic bunkering, undulating fairways and expansive West Texas views. In 2015, under the guidance of Weibring-Wolfard Golf Design, MCC completed a comprehensive practice-facility renovation that included a new driving range, a nine-hole short course and a state-of-the-art Learning Center. The Club has hosted the Texas Amateur, NTPGA championships, a U.S. Open qualifier and a U.S. Mid-Amateur qualifier.

Beyond golf, MCC offers a broad collection of amenities, including racquet sports, a fitness center, swimming, seven distinct dining venues, private events and year-round social programming. The Club honors its traditions while continuing to evolve its facilities, services and experiences for today's members and families.

The Midland Country Club team is committed to the Club's mission: Midland Country Club is a traditional private country club offering a family-oriented experience, exceptional facilities, personal service and lifelong relationships.

Midland Country Club Details

- ▶ 880 total member families, including approximately 660 Full Golf Members
- ▶ 580-acre property with more than 220 acres devoted to the golf experience
- ▶ 20,000 annual golf rounds
- ▶ 12 tennis courts, including six lighted courts, and eight lighted pickleball courts
- ▶ Seven dining outlets serving family, adult and special-interest experiences
- ▶ Seasonal swimming pool and a seven-day-per-week fitness center



Approximately \$17.6 million in gross revenue and \$4.2 million in food-and-beverage revenue
Approximately 120 full-time employees, with additional seasonal staffing
Average membership age: 52
Governance: 11 Board members, one ex-officio member and five standing committees
POS/accounting platform: ClubEssential
Club operations: six days per week, 12 months per year

Position Overview

The Director of People & Culture is a key member of Midland Country Club's leadership team and serves as the Club's principal resource for attracting, developing, engaging and retaining an exceptional workforce. Reporting to the General Manager/COO, the Director will lead the full employee lifecycle and help create a consistent, service-centered workplace where employees understand what excellence looks like and have the tools, coaching and support to deliver it.

This is a highly visible, hands-on leadership role. The Director will be equally comfortable shaping strategy with the executive team, coaching department leaders, welcoming a new employee, resolving a sensitive workplace matter and ensuring that daily HR practices are accurate, responsive and compliant. The successful candidate will build trust at every level of the organization through sound judgment, confidentiality, follow-through and a genuine respect for people.

The Director will strengthen an employment culture that reflects MCC's family-oriented identity and commitment to personal service. Priorities include developing a strong recruiting engine, elevating onboarding and training, improving manager capability, creating meaningful employee communication and recognition and using reliable workforce information to guide decisions.

Primary Responsibilities

- Serve as a strategic and operational partner to the General Manager/COO and executive leadership team on workforce planning, organizational structure, talent priorities and culture.
- Lead all aspects of talent acquisition, including position scoping, sourcing, interviewing, selection, offers, pre-employment requirements and a welcoming onboarding experience.
- Create a year-round recruiting strategy for full-time, part-time and seasonal positions, building productive relationships with schools, community partners, professional associations and referral sources.
- Develop and maintain a thoughtful onboarding program that introduces employees to MCC's mission, service standards, workplace expectations and departmental responsibilities.
- Partner with department heads to establish practical training plans, service standards and recurring learning opportunities for managers and frontline employees.
- Coach leaders on communication, accountability, performance feedback, documentation, conflict resolution and employee development.
- Oversee the performance-management process, including goal setting, evaluations, corrective action and performance-improvement planning.
- Guide employee-relations matters with fairness, consistency, discretion and appropriate urgency; conduct objective workplace investigations when needed.

- Build trusted relationships with employees by maintaining a visible presence throughout the Club and ensuring questions and concerns receive timely attention.
- Develop employee-engagement, appreciation, recognition and retention initiatives that are authentic to MCC's culture and workforce.
- Create clear internal employee communications and help leaders communicate organizational changes, policies, benefits and expectations effectively.
- Maintain accurate employee records, job descriptions, policies, handbooks and required notices; ensure consistent administration across departments.
- Ensure compliance with applicable federal, state and local employment laws and support required reporting, audits and record retention.
- Manage leave administration, workers' compensation coordination, unemployment claims and other employee case-management processes.
- Coordinate benefit enrollment, employee education and vendor relationships in partnership with the Club's finance and benefit resources.
- Support compensation administration by maintaining current job information, reviewing market data and promoting internal consistency.
- Oversee HR/payroll system accuracy and work closely with Finance to ensure timely, accurate employee-status and payroll-related information.
- Develop and monitor people metrics such as staffing levels, time to fill, turnover, retention, overtime, training participation and employee engagement.
- Prepare and manage the People & Culture operating budget and recommend investments that strengthen the employee experience and service delivery.
- Participate actively in leadership meetings, Club events and employee programs; perform other duties that support the success of MCC.

Leadership Priorities

- **Listen and learn.** Build credibility with employees and department leaders by understanding MCC's culture, traditions, operating rhythms and staffing needs before introducing major changes.
- **Strengthen recruiting and retention.** Establish reliable pipelines and a responsive candidate experience for a competitive West Texas labor market.
- **Create consistency.** Review and align HR policies, documentation, manager practices and employee communications across all Club departments.
- **Elevate onboarding and training.** Ensure every employee receives a strong introduction to the Club and ongoing development tied to MCC's service expectations.
- **Develop leaders.** Give department heads and supervisors practical tools to communicate clearly, coach effectively and address issues early.
- **Make culture visible.** Build recognition, engagement and internal communication practices that help employees feel informed, valued and connected to MCC's mission.
- **Use data wisely.** Establish a concise people dashboard that identifies trends, supports workforce decisions and measures progress without losing the human element.

Skills, Background & Personality

- A warm, credible and approachable leader who genuinely enjoys being present with employees and working in a high-touch service environment.
- A trusted adviser who balances employee advocacy with the operational needs, standards and responsibilities of the Club.
- A practical builder who can create structure, simplify processes and move from strategy to execution without unnecessary bureaucracy.
- An excellent listener and communicator who can adjust style appropriately for hourly employees, managers, executives, vendors and Club leadership.
- A calm, fair and decisive professional who handles sensitive matters with confidentiality, consistency and sound judgment.
- An organized self-starter who follows through, meets deadlines and remains effective when priorities shift.
- A collaborative partner who earns influence through expertise, responsiveness and respect rather than authority alone.
- A visible culture champion who understands that an exceptional member experience begins with an engaged, well-led employee team.

Experience & Qualifications

- A minimum of five to seven years of progressive human-resources leadership experience, preferably in a private club, luxury hospitality, resort, hotel, restaurant, recreation or similarly service-intensive environment.
- Demonstrated experience leading a broad HR function that includes recruiting, onboarding, training, employee relations, performance management, compliance, benefits administration and HR systems.
- A Bachelor's degree in Human Resources, Business Administration, Hospitality or a related field is preferred; equivalent relevant experience will be considered.
- SHRM-CP, SHRM-SCP, PHR or SPHR certification is preferred.
- Working knowledge of federal and Texas employment requirements and the ability to recognize when specialized legal or technical guidance is appropriate.
- Experience supporting an hourly, multi-department and seasonally changing workforce.
- Proven success improving recruiting outcomes, onboarding, manager effectiveness, employee engagement or retention.
- Strong written, verbal, facilitation, coaching and conflict-resolution skills.
- High proficiency with HR information systems, applicant-tracking tools and Microsoft Office; experience working with payroll and timekeeping processes is important.
- Ability to analyze workforce data, identify meaningful trends and translate findings into practical recommendations.
- Impeccable integrity and discretion, with the ability to maintain confidentiality in all employee and organizational matters.
- Availability to maintain a schedule responsive to Club operations, including occasional evenings, weekends and employee events.

Measures of Success

- ▶ Positions are filled efficiently with employees who reflect MCC's standards and culture.
- ▶ New employees experience a consistent, engaging and well-organized onboarding process.
- ▶ Managers receive practical support and demonstrate stronger coaching, documentation and communication habits.
- ▶ Employees view People & Culture as accessible, fair, responsive and trustworthy.
- ▶ Turnover, retention and engagement trends are understood and improve over time.
- ▶ Policies, records, employee data and compliance practices are accurate, current and consistently administered.
- ▶ The Club's service culture is reinforced through meaningful training, recognition and leadership accountability.

Compensation and Benefits

- ▶ A full-time salaried leadership position
- ▶ Competitive base salary commensurate with qualifications and experience
- ▶ Performance incentive opportunity
- ▶ Comprehensive health, dental and vision benefits in accordance with the MCC employee benefits package
- ▶ Paid time off and additional Club benefits

To Be Considered

Individuals who meet or exceed the established criteria are encouraged to submit a cover letter and resume. The cover letter should address the candidate's interest in Midland Country Club and highlight experience building culture, developing leaders and supporting a service-focused workforce.

The preferred method of contact is email. Please send materials in PDF format with the subject line: Director of People & Culture, Midland Country Club.



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