



San Francisco International Airport is accepting applications for the position of

Economic & Community Development Manager

0931 Manager III



San Francisco
International
Airport

San Francisco International Airport

SFO is a world-class, award-winning airport that serves nearly 58 million passengers annually. SFO offers non-stop flights to 51 international cities on 44 international carriers. The Bay Area's largest airport also connects non-stop with 85 U.S. cities on 12 domestic airlines.

SFO's mission is to provide an exceptional airport in service to our communities and is committed to redefining air travel. The Airport, an enterprise department of the City & County of San Francisco, has a workforce of approximately 1,700 City employees who are focused on providing the best level of service to our guests.

For more information, visit www.flysfo.com. View a video about [careers at SFO](#).

SFO is governed by the Airport Commission, a five-person body appointed to four-year renewable terms by the Mayor of San Francisco. The Commission appoints the Airport Director. The current Airport Director is Ivar C. Satero. SFO operates under the rules, regulations, and authority of the Federal Aviation Administration, a branch of the Federal Department of Transportation. The Airport maintains full compliance with these regulations as well as those of the Transportation Security Administration. The Airport, as part of the City and County of San Francisco government, is subject to all relevant provisions of the Charter of the City and County of San Francisco and other related codes and ordinances.

SFO's Mission and Core Values

Mission Statement

We provide an exceptional airport in service to our communities

Core Values

Safety and security is our first priority

We are one team

We treat everyone with respect

We communicate fully and help one another

We strive to be the best

We are innovative

We are open to new ideas

We are committed to SFO being a great place to work for all employees

We are each responsible for the Airport's success

We take pride in SFO and in our accomplishments

Social Responsibility & Community Sustainability (SRCS) Section

SFO's commitment to economic equity are operationalized by policies and programs administered by the Social Responsibility and Community Sustainability (SRCS) Section. Through strategic collaboration and outreach with key stakeholders, the section aims to facilitate fair and equitable access to economic opportunities for the Airport's surrounding communities. SRCS is comprised of two units: Employment Quality and Standards (EQS), and Economic & Community Development (ECD). These two units administer and manage Airport-specific, local, state, and federal policy and regulatory requirements relating to social sustainability.



Economic & Community Development (ECD) Unit

The Economic & Community Development unit is responsible for the overall development, implementation, and oversight of five (5) key programmatic areas related to ensuring equitable access to the Airport's economic opportunities:

- 1. Community Outreach:** Directs robust outreach programs targeting diverse communities to ensure equitable access to SFO's economic opportunities.
- 2. Workforce and Small Business Development:** Manages quality internships, apprenticeships, and other work-based learning experiences for in-demand SFO jobs (commission and non-commission) targeting a variety of diverse populations, including high school students, college students, post-graduate students, and other adult populations that might benefit from up-skilling. Oversees workshops, trainings, one-on-one advising, and linkages to resources for small business interested in doing business at SFO.
- 3. Linkages to Airport jobs and contracts/leases:** Directs services that link job seekers to SFO jobs that best match their skills and small businesses to contracts/leases that are best aligned with their business experience.
- 4. Career Development and Small Business Growth:** Enhances programs that assist incumbent workers and small businesses in navigating promotive and growth opportunities.
- 5. Financial Security Supports:** Manages programs that assist in strengthening the financial health and security of SFO workers and small businesses.

Accomplishments and Initiatives of ECD include:

- **Career Connect:** Created in 2004, the Career Connect internship has offered hundreds of local transitional age youth paid job training and professional development at SFO. The program acts as a pipeline for airport jobs, and 90% of Career Connect interns have transitioned to jobs at the airport or in our surrounding communities. In 2016, ECD increased the number of high school and college intern applicants by 50%, totaling almost 800 applicants from diverse socio-economic and cultural backgrounds, for approximately 150 positions.
- **Custodial Trainee Program:** SFO developed its Custodial Trainee program in 2008, and it is now one of the City and County's most successful training pipelines for permanent City employment. Custodial Trainees are hired as temporary City employees for one year and receive on-the-job training in Custodial Services. Since its inception in 2008, 22 local transitional age youth have been hired as fulltime Custodians at SFO, a position that pays \$63k annually, through this program. To date, one former Custodial Trainee has been hired as a Supervisor, earning \$75k annually.

Top Priorities for the ECD Manager to focus on achieving include:

1. Developing inclusive outreach strategies and program services that link and enable diverse job seekers and small businesses to secure economic opportunities and succeed in SFO's economic communities;
2. Creating robust partnerships with all Airport employers (Commission and private sector employers) to hire, develop, and retain productive workforces;
3. Developing and operationalizing support systems that help employers and employees identify and reach training, career, and economic self-sufficiency goals with long-term sustainable success;
4. Maximizing multiple points of entry for small businesses into SFO opportunities (Commission and private sector employers), from suppliers to direct contracts/leases;
5. Developing consistent tracking of programmatic benchmarks, activities and outcomes to enhance and measure overall program effectiveness;
6. Establishing data-driven approaches to program development, implementation, and evaluation that utilize career mapping and ladders at SFO;
7. Maintaining and enhancing program participation rates and monitoring and tracking program performance in workforce and economic development service delivery.



The Position:

Reporting to the Director of Social Responsibility & Community Sustainability (SRCS), the Economic and Community Development (ECD) Manager at the San Francisco International Airport is responsible for the overall development, implementation, and oversight of the five (5) ECD key programmatic areas: Community Outreach; Workforce and Small Business Development; Linkages to Airport jobs and contract/leases; Career Development and Small Business Growth; Financial Security Supports all related to ensuring equitable access to the Airport's economic opportunities.

In collaboration with the SRCS Director, the ECD and EQS managers will also support managing the entire SRCS section, raising SRCS's profile internally and externally, and implementing key components of SFO's Strategic Plan.

The essential functions include the following:

- Oversees and manages the daily administrative operations of the Economic and Community Development Unit, with a staff of 7 and an annual budget of \$2.5 million, including monitoring programmatic operations to ensure sound fiscal and data/systems management;
- Develops, implements, and manages programs aimed at achieving goals established for the five (5) key programmatic areas including continuous program evaluations, modifications and enhancements;
- Works collaboratively to establish new program offerings that enhance the mission of SRCS and SFO;
- Plays a key role in the overall development, strategic planning, service delivery and management of the SRCS section;
- Serves as a visible advocate for advancing equitable opportunities for individuals, small and disadvantaged businesses at the airport;
- Oversees and manages the operation and program offerings of the Business and Career Center where prospective and incumbent workers and businesses can receive assistance;
- Leads initiatives to increase small business opportunities at the airport that foster genuine economic opportunity;
- Serves as liaison to key community/industry partners and City departments including Office of Economic and Workforce Development, Human Rights Commission, and the Department of Children, Youth and their Families;
- Represents SRCS/the Airport on relevant committees and task forces, as well as at speaking engagements, conference panels and trainings;
- Directs the allocation of resources to achieve specified outcomes and measurable goals within budget; adjusts plans and programs to meet emerging or new programs, while continuing to address major departmental priorities;
- Prepares and presents reports on ECD programs and their outcomes;
- Coaches, mentors and counsels staff regarding performance. Supervises the work of staff and creates opportunities for staff development and advancement;
- Performs special projects and other related duties as assigned by the Director.

Minimum Qualifications

Education

Possession of a Bachelor's Degree in Public Policy, Social Work, Economics or a related field from an accredited college or university; AND

Experience

Five (5) years of experience in workforce and small business development, of which 3 years must include experience supervising professionals.

Substitution

Education Substitution: Additional qualifying experience as described above may substitute for the education requirement on a year-for year basis for up to two (2) years. (One year of work experience is equal to 30 semester or 45 quarter units).

Desirable Qualifications

The stated desirable qualifications may be used to identify job finalists at the end of the selection process when candidates are referred to the hiring authority.

- Above five (5) years of executive leadership experience in a successful workforce and/or small business development program;
- Advance degree in business administration, public administration, social work or closely related field;
- Visionary workforce development leader who possesses knowledge and experience with codes, statutes, laws and ordinances related to employment and workforce development in a variety of sectors;
- Experience managing and or supervising effective workforce development programs with a government agency, non-profit and/or a corporate enterprise, that focus on both entry-level and professional-level jobs;
- Experience working in programs that focus on developing small business opportunities, training of entrepreneurs, and/or outreach efforts aimed at securing contracts for small and disadvantaged businesses;
- Experience with program and project development, administration, implementation and management;
- Knowledge of issues and unique cultural nuisances relative to the various population groups in an ethnically diverse and multi-cultural community;
- A good listener, team player/builder, approachable demeanor and strong interpersonal skills;
- Politically astute; understands and can navigate local community and social politics; demonstrates a high level of emotional intelligence, ethical standards and professional integrity;
- Ability to negotiate and communicate with other parties from widely diverse backgrounds with diplomacy;
- Skilled at facilitating dialogue around a variety of issues with good consensus building skills;
- Excellent communications and presentation skills with the ability to communicate clearly, both orally and in writing;
- Consummate problem solver with the ability to evaluate alternative solutions and recommend or adopt effective courses of action;

- Knowledgeable of best practices in building and sustaining workforce and small business development programs and working with public private partnerships;
- Experience administering community programs for vulnerable populations;
- Experience providing wrap around services designed to support job and career readiness, business start-ups, and life skills training;
- Experience offering asset building/financial security programming.

Compensation

The annual salary range for the Economic & Community Development Manager is \$120,588 to \$153,920. Appointments above the maximum of the normal range may be considered based on documented and substantiated recruitment and retention issues or exceptional skills. A special approval process is necessary for appointment above the normal salary range.

Other outstanding benefits offered with this position include:

- Medical, Dental and Life Insurance; Long-term Disability Plan;
- Defined Retirement Plan; Deferred Compensation; and Social Security;
- Paid Management Training Program; Wellness Program; and
- Vacation/Holiday/Sick Time; and Administrative Leave.

For additional benefits information, please see the comprehensive list at: <https://sfdhr.org/benefits-overview>.

Application Process

All interested applicants will need to complete the City & County of San Francisco's on-line application process in order to be considered for this recruitment. View the job announcement at:

[0931 Manager III, Economic and Community Development Manager](#).

Candidates are encouraged to apply by **Tuesday, May 28, 2019** for optimal consideration. If you have any questions regarding this recruitment or application process, please contact The Hawkins Company: Bill Hawkins, (310) 348-8800, bill@thehawkinscompany.com; Brett Byers, (323) 403-8279, brett@thehawkinscompany.com, or Yonnine Hawkins, (323) 252-1655, yonnine@thehawkinscompany.com.

Selection Process

SFO Leadership will make the final selection for the Economic & Community Development Manager position based on the established procedures that are governed by the personnel rules of the City and County of San Francisco.

This position is based on Position Based Tests administered by the City and County of San Francisco in accordance with Civil Service Rule 111A. Importantly, upon request, candidates not local to the San Francisco area may request to have this position based test administered at a local facility closer to their place of residence. Further information about the rules associated with this permanent appointment can be found at www.sfgov.org under the job announcement of 0931 Manager III – Economic & Community Development Manager. Key aspects of this final selection process include:

Minimum Qualification Supplemental Questionnaire (Weight: Qualifying)

Candidates will be prompted to complete a Supplemental Questionnaire as part of the online employment application. This Minimum Qualification Supplemental Questionnaire is designed to obtain specific information regarding an applicant's experience in relation to the Minimum Qualifications for this position. Applicants must also complete the official application. It is essential that applicants provide complete information in identifying their education, experience and training. The Minimum Qualification Supplemental Questionnaire will be used to evaluate if the applicant possesses the required minimum qualifications.

Management Test Battery (Weight 40%)

Candidates will be invited to participate in a computer-based examination designed to measure competencies in job-related areas that may include but are not be limited to: Problem Solving; Leadership; Decision Making; Interpersonal Skill; Human Resources Management; Team Building; Communication; and Conflict Management and Process Improvement. For more information about this Management Test (and a suggested reading list) please visit: www.sfdhr.org/index.aspx?page=343.

Note: Only those applicants meeting the minimum qualifications will be notified of the exact date, time and place to report for the Examinations. Applicants who meet the minimum qualifications are not guaranteed to advance through all of the steps in the selection process.

Supplemental Questionnaire Evaluation (Weight 60%)

Applicants will be evaluated and scored based on the information provided in their job application, and supplemental questionnaire to determine their possession of the knowledge, skills, and abilities required for the position of 0931 Manager III – Economic & Community Development Manager. It is important that the information provided on the supplemental application be accurate and complete. All relevant experience, education and/or training must be on the application in order to be reviewed in the rating process. Candidates will be placed on the eligible list in rank order according to their responses. All statements made on the application materials are subject to verification.

A passing score on all exam components must be achieved in order to be placed/ranked on the City & County of San Francisco's Eligible List/Score Report. Candidates will be placed on the eligible list/score report in rank order according to their final score. See CCSF job announcement for more details.