

San Francisco International Airport  
is accepting applications for the position of

# 0941 Manager VI Director of Customer Care



# San Francisco International Airport

SFO is a world-class, award-winning airport that serves nearly 58 million passengers annually. SFO offers nonstop flights to 51 international cities on 43 international carriers. The Bay Area's largest airport also connects nonstop with 86 U.S. cities on 12 domestic airlines.

SFO's mission is to provide an exceptional airport in service to our communities, and its Core Values are **Safety and Security, Teamwork, Excellence, and Care**. The Airport is committed to redefining air travel by providing the highest level of service to our guests.

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. 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 San Francisco City and County government, is subject to all relevant provisions of the Charter of the City and County of San Francisco and other related codes and ordinances. The Airport Director, Ivar C. Satero, is responsible for the day-to-day operation of the Airport.

The Airport, an enterprise department of the City & County of San Francisco, has a workforce of approximately 1,700 City employees and strives to be a diverse, equitable, and inclusive employer. For more information, visit [www.flysfo.com](http://www.flysfo.com) and watch this [video about careers at SFO](#).



## The Position

The Director of Customer Care will be responsible for revolutionizing the guest experience and influencing organization-wide commitment to SFO's vision, including assessing, analyzing and driving the overall quality of the guest experience at the Airport. The Director of Customer Care will define and direct the Airport's guest experience culture by embedding service in all levels of the organization. This position will create a service-oriented culture by defining, developing and executing the guest experience in a way that exemplifies SFO's mission, core values, and strategic plan.



This position will lead a number of guest-facing functions, and will be responsible for monitoring, coordinating and evaluating the work of all divisions as it relates to the experiences that SFO delivers to its guests. The Director of Customer Care will report to the Chief Operating Officer and manage a team which includes the Director of Guest Experience, Guest Services Manager, Administrative Services Manager, Management Assistant, and SFO's 250 volunteers.

The Director of Customer Care will be the voice for guests of SFO and develop the plan to revolutionize the guest experience consistent with the latest technologies and innovative processes. The role is responsible for continuous improvement of the guest experience by influencing and motivating the Airport community to deliver guest centric solutions and drive ease and convenience for our guests.

The Director of Customer Care will create competitive advantage for SFO by delivering fact-based guest understanding and insights that help set strategy and priorities. This means connecting and integrating all guest feedback sources holistically to improve guest satisfaction and the overall experience. The Director of Customer Care will work collaboratively as a strategic insight partner to ensure that all decisions are guest centric. This individual must translate data into passenger insights that are actionable.

### **The Director of Customer Care will perform the following duties:**

- **Leadership and Influence:** Set clear organizational goals and expectations for direct reports using the performance review process, hold team accountable for performance, and assist with their growth and development plans. Develop and implement strategic plans to advance guest experience excellence and innovation, achieve goals and integrate mission objectives into daily operations. Lead by mobilizing Airport Commission and non-Commission staff around a compelling vision and motivating them to make those possibilities real.
- **Forward-thinking, Service-Oriented, Outcome Focused:** Continually adopt and test emerging techniques, best practices, and provides and evolves the guest experience program to stay ahead of changes in passenger behavior to give SFO a competitive advantage. Respond to problems quickly with solutions. Drive rapid and continuous improvement including the development of initiatives to proactively improve guest service quality and ensure compliance with service level agreements. Monitor collective impact of all guest experience innovations and services to ensure they achieve overall objectives and meet or exceed leading international Airport standards.

- **Operational and Culture Change Agent:** Lead and drive key, mission-critical and innovative cross-functional guest experience initiatives to further enhance their experience, resolve distractions and drive a guest centric approach to deliver SFO's mission. Drive the organizational alignment and accountability for successful outcomes of guest experience initiatives and innovation with functional areas across the Airport community including tenants and service providers. Serve as a change leader by educating, informing and influencing all levels of SFO to connect the guest experience in all of SFO work.
- **Inclusive and Collaborative Team Builder:** Create an environment that encourages accountability, high standards, and innovation to consistently deliver positive operational results. Communicate with leadership to align and obtain input and feedback on strategies, initiatives and experience priorities. Develop and issue correspondence and reports that communicate activities within SFO related to or impacting the guest experience.
- **Relationship Management:** Establish communication platforms for experience strategies and culture initiatives (e.g., webinars, immersions, training tools) that engage people at all levels and across the Airport community. Regularly interface with stakeholders to better understand environmental factors impacting current and future experience initiatives and to provide regular updates. Empathically address guest concerns in a manner consistent with SFO's mission and core values.



- **Experience and Innovation Excellence:** Manage guest experience program to ensure unforgettable experiences through unmatched services. Leverage data and Key Performance Indicators (KPI) to prioritize improvement efforts, develop effective prescriptive analytics to inform decision-making, and share pertinent data with stakeholders on performance for proactive response. Provide oversight to ensure the appropriate resources are applied to analyze trends, identify root causes of issues, and make improvement recommendations and/or adjustments as appropriate.
- **Budget Responsibility:** Direct budget development by providing detailed justification and persuasive arguments for proposals or initiatives to fund the projects and team's personnel resources, and activities to achieve its goals and objectives. Direct the preparation and maintenance of a wide variety of statistical, fiscal, and operational reports and studies; and provide executive management with an early warning and practical options to potential cost overruns.



## Minimal Qualifications

Possession of a Bachelor's degree from an accredited college or university; and

Six (6) years of managerial experience in guest relations within a complex transportation, hospitality, attraction, "best-in-class" retail or similar highly customer/guest centric environment which includes six (6) years of supervising managers or supervisors.

Substitution: Additional qualifying experience as described above may be substituted 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).



## Desired Candidate

Desired candidate will have a track record as an exceptional leader demonstrated by proven results through collaboration and empowerment. The individual will fully embrace SFO's Core Values and have the following personal and professional qualities, skills and demonstrated characteristics:

**Creative Thinker and Problem Solver:** The ideal candidate will have experience owning complex problems and delivering results regardless of impediments and resources. The Director of Customer Care will focus on striking the right balance between dreaming and doing by employing a versatile and collaborative leadership approach. With a vision for industry-leading guest engagement, the Director of Customer Care will conceive ideas and translate those opportunities into actionable solutions. This leader will have the mental agility to manage paradoxes and complexities in addressing the need for innovation alongside effective execution.

**Strategic Leader:** The ideal candidate will have a proven record of converting strategy into effective execution. A results-oriented leader, the Director of Customer Care will have demonstrated ability to articulate strategy and lead implementation for multiple guest experience functions. This leader will have the ability to set priorities decisively, work cross-functionally, collaboratively work with all airport partners, delegate responsibilities, assure accountability and allocate resources to enhance the overall guest experience. The Director of Customer Care will be a self-starter who is resourceful and entrepreneurial, yet team oriented.

**Relationship Builder:** The ideal candidate will have the ability to build and sustain excellent relationships at multiple levels internally and externally with various stakeholders and fully operationalize guest experience strategies within the entire organization. A persuasive communicator, the Director of Customer Care will have the ability to foster an atmosphere of collaboration and partnership across SFO with the ability to effectively convince, influence, motivate, manage and coach. The Director of Customer Care's management style will be organized and efficient while at the same time inclusive, allowing for recognition of teamwork.

**Business Acumen:** The ideal candidate will have general knowledge and understanding of Airport operations, safety and security processes and requirements, and the impact on the Airport. An excellent communicator, the Director of Customer Care will have the ability to convey ideas verbally and in writing to multiple levels of the organization in both small and large presentations. The Director of Customer Care will have the ability to think conceptually and effectively translate concepts into practical and executable plans to drive organizational change. This leader will have strong analytical skills, with the ability to articulate and define outcome measures that capture key performance metrics.



## Appointment Type

Permanent Exempt (PEX) full-time, up to 36 months. This position is exempt from Civil Service rules pursuant to San Francisco Charter Section 10.104 and serves at the discretion of Appointing Officer. Appointee must participate and be successful in a Civil Service Examination process for this classification and be selected through an open competitive process in order to be considered for a permanent appointment.

## Compensation

As of December 28, 2019, the normal salary range will be \$155,948 to \$199,030. Appointments above this range, up to \$230,412 annually based on experience/qualifications, may be considered for a top candidate and require a special approval process. For additional information about the City's benefits package, please visit: <https://sfdhr.org/MEA-Miscellaneous-Benefit-Summary>

Other outstanding benefits offered with this position include:

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

## How to Apply

The Hawkins Company is working exclusively with SFO Leadership to encourage highly qualified candidates to submit for this outstanding career opportunity. The Hawkins Company will review all written materials submitted and will screen and evaluate all candidates. The most highly qualified candidates will be invited to participate in a formal selection process. This is a confidential process and will be handled accordingly throughout the various stages of the recruitment. References will not be contacted until mutual interest has been established. **Candidates are encouraged to apply by January 10, 2020. The position will remain opened until filled.**

Interested and qualified candidates are encouraged to submit a letter of interest, including major accomplishments, and resume, electronically to [sfo.dir.cc@thehawkinscompany.com](mailto:sfo.dir.cc@thehawkinscompany.com). Preference is for electronic submissions however materials may be mailed to:



**THE HAWKINS COMPANY**  
8939 S. Sepulveda Blvd., #110-216  
Los Angeles, CA 90045  
[www.thehawkinscompany.com](http://www.thehawkinscompany.com)

Confidential inquiries are encouraged and should be directed to: Bill Hawkins, 310-348-8800, [bill@thehawkinscompany.com](mailto:bill@thehawkinscompany.com) or Todd Hawkins, 213-300-9342, [todd@thehawkinscompany.com](mailto:todd@thehawkinscompany.com).

The candidate selected for employment with the San Francisco Airport Commission is required to obtain Transportation Security Administration (TSA) Security Clearance and qualify for unescorted access to the San Francisco International Airport U.S. Customs Security Area. The top candidate selected will also need to complete a Management Battery Test. For more information about this Management Test (and a suggested reading list) can be found [here](#).

*The City & County of San Francisco is an equal opportunity employer, values workforce diversity and seeks to create an environment and culture that embraces employee differences. All qualified applicants are considered in accordance with applicable laws, prohibiting discrimination on the basis of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.*