

San Francisco International Airport  
is accepting applications for the position of

# Airport Integrated Operations Center (AIOC) Director



# San Francisco International Airport

San Francisco International Airport (SFO), 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. SFO's mission is to provide an exceptional airport in service to our communities and our core values are Safety and Security, Teamwork, Excellence, Care and Equity.



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 and the Commission Secretary. SFO operates under the rules, regulations, and authority of the Federal Aviation Administration (FAA), 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 (TSA) and the Federal Aviation Administration. The Airport, as part of the 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. [Learn more about careers at SFO](#). For more information about SFO, visit [www.flysfo.com](http://www.flysfo.com).

## Position

You will lead a collaborative cross-functional team responsible for managing airport operations within SFO's Airport Integrated Operations Center (AIOC). The AIOC will be our 24/7 guest centric nerve center with end-to-end visibility through a common operating picture. The AIOC will be staffed with skilled teams and decision makers that set the Daily Operations Plan, mitigate pain points and share information to promote healthy airport operations. The AIOC will be more than a room with innovative technology and skilled operators; it is a mindset that drives our day-to-day operation to create a seamless and responsive travel experience for everyone. The AIOC will create an extraordinary guest experience through centralized operational control - enabling informed, data-driven decisions and managing all reported issues with care, while working in collaboration to provide a safe, secure, and seamless guest experience.

Under policy direction, you are responsible for providing leadership and executive decision making for all operational activities tied to a Guest Journey Map, including monitoring Key Performance Indicators (KPIs), liaising with SFO executive leadership, developing procedures and establishing policies in the AIOC, tracking budgets, administrative items, and serving as the direct supervisor for Team Leaders. You will establish the strategic direction for the AIOC and are responsible for maintaining constant oversight of operational conditions, mitigations, and issues to best enhance future AIOC strategy and policies. As the AIOC Director, you report directly to the Chief Operating Officer.





## Core Responsibilities

- Develop and implement AIOC goals, objectives, policies, and priorities aligned with SFO's 5-year Strategic Plan.
- Provide strategic direction and oversee the day-to-day AIOC operations, maintaining a constant pulse on operational issues, solutions, and opportunities.
- Coordinate with all units to provide necessary staff and training to conduct their job duties.
- Achieve operational efficiencies and reduce downtime of critical systems and equipment through collaboration and engagement of key stakeholders.
- Serve as the AIOC leadership representative to senior leadership and other SFO and City departments.
- Lead a cultural change and strategic focus on operational efficiencies that both excels and exceeds current industry standards.
- Leverage digital trends and predictive analytics to provide a deeper understanding of SFO's performance in key areas of operations and guest experience; develop plans to capitalize on analytical outcomes and address identified gaps in performance.
- Identify and implement analytics to measure essential key performance indicators and develop cross-functional action plans; manage and monitor KPIs across the AIOC, including owning overall responsibility for all AIOC KPIs.
- Disseminate timely communications, reporting and analysis to provide internal and external stakeholders with actionable information to enhance operations and guest experience.
- Ensure processes and procedures are developed to provide comprehensive real-time situational awareness of the Airport.
- Monitor all aspects of the guest journey through SFO and proactively address hurdles to ensure a seamless travel experience.
- Ensure transparent coordination and collaborative decision-making among all the functions located within the AIOC to proactively identify and respond to relevant local, regional, and global trends and events.
- Lead people and teams to meet performance expectations and guest needs through agile leadership and by prioritizing resources to meet operational needs.
- Monitor the efficiency and effectiveness of the AIOC organizational structure, staff assignments, service levels and administrative systems; identify and analyze opportunities for improvement; implement improvements in coordination with AIOC personnel.
- Represent the AIOC and its goals and culture in organizational briefings.
- Provide recommendations to SFO leadership on operational issues and opportunities.
- Embrace new technology and potential applications of technology for the AIOC.
- Adjust plans and programs to meet emerging or new AIOC goals, while continuing to address major departmental priorities.
- Directly supervise and manage a team of Team Leaders, including training, coaching, and performance management.
- Indirectly supervise and manage all other AIOC personnel in a matrixed organization.
- Manage the budget for the AIOC, ensuring that all expenditures are within budget and aligned with organizational goals.



- Prepare reports on operational performance and present findings to SFO leadership and other stakeholders.
- Partner and promote regular real-time communication with multiple internal and external stakeholders such as the airlines, TSA, FAA, Concessionaires, SFO Senior Leaders, and CBP to ensure key objectives are understood, supported, and are effectively measuring the performance of the AIOC.
- Provide strategic leadership for training and employee engagement for all functional areas in the AIOC.
- A continuous improvement mindset accompanied by certifications (i.e., Six Sigma Green Belt and/or Black Belt, CIPM).
- Extensive understanding of FAA, TSA, and CBP regulations, airport operations, safety and security requirements, and airport emergency management.
- Incident Command System, National Incident Command System certification and Emergency Management or Emergency Operations Center (EOC) experience.

## The Ideal Candidate

- Deep understanding of large hub, complex airport operations, including common pain points, stakeholder landscape, and unique operating characteristics.
- Strong analytical and problem-solving skills with demonstrated experience in making strong decisions, identifying potential downstream impacts, and standing accountable for any adverse effects.
- Experience or ability to manage a matrixed team in a large organization.
- Embodies SFO's Core Values, including a passion for guest experience and operational excellence.
- Innovative and visionary; desire to constantly evaluate performance and optimize policies and procedures while seeking root cause for missed KPIs and operational disruptions.

## Qualifications

**Education:** Possession of baccalaureate degree from an accredited college or university, and;

**Experience:** Four (4) years of managerial experience at a commercial service airport involving airport operations, maintenance, safety and security, and customer service **or** a large, complex emergency operation center for local government agency, corporate facilities, or major large-scale public events. All experience must include supervisory functions; and

**License:** Possession of valid Class C Driver's License (at time of appointment)

**Education Substitution:** Additional qualifying full-time work experience (2000 hours equal one year) as described above may substitute up to two (2) years of the required education. One (1) year of work experience equals to 30 semester units or 45 quarter units.

# Appointment Type

**Permanent exempt full-time:** This position is exempt from Civil Service rules pursuant to San Francisco Charter Section 10.104 and serves at the discretion of the Appointing Officer.

# Compensation and Benefits

The annual salary range is \$180,258-\$230,100. For information about the City's benefits package, please visit: [Municipal Executives' Association Benefit Summary](#).

Other outstanding benefits offered with this position include:

- Medical, Dental, and Life Insurance; Long-term Disability Plan; Flexible Spending Accounts.
- Defined Retirement Plan, Deferred Compensation, and Social Security.
- Paid Management Training Program.
- A robust Well-Being Program including access to free onsite gym facilities.
- Vacation/Holiday/Sick Time; and Administrative Leave.



# How to Apply

The Airport Integrated Operations Center Director recruitment is conducted nationally by executive search firm, Ralph Andersen & Associates. They will review all submitted written materials and screen and evaluate all candidates. The most highly qualified candidates will be invited to participate in a formal selection process. This executive search is a confidential process and will be handled accordingly throughout the various stages of the recruitment. References will only be contacted once mutual interest has been established. This position will be considered “open” until a final selection is made. **Candidates are encouraged to apply immediately or by November 17, 2023, for optimal consideration.**

Review and evaluation of candidates by Ralph Andersen & Associates will be done upon receipt of completed materials. Electronic submittals are strongly preferred and should include the following:

- Compelling cover letter;
- Comprehensive resume; and
- Three (3) professional references.

Electronic submittals should be sent to: [apply@ralphandersen.com](mailto:apply@ralphandersen.com)

Ralph Andersen & Associates is working exclusively with SFO Leadership to encourage highly qualified candidates to submit for this outstanding career opportunity. Interested candidates may also apply to Ralph Andersen & Associates via the following alternative method:

Via U.S. Mail  
Ralph Andersen & Associates  
5800 Stanford Ranch Road, Suite 410  
Rocklin, California 95765

Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment brochure. Candidates deemed most qualified will be referred to SFO Leadership for further consideration, and the most highly qualified will be invited to participate in a more detailed interview and selection process. Questions regarding this position should be directed to Ms. Heather Renschler at (916) 630-4900

Website: [www.ralphandersen.com](http://www.ralphandersen.com)

The candidate selected for employment will be required to complete a full application for the City and County of San Francisco and obtain Transportation Security Administration (TSA) Security Clearance and U.S. Customs Clearance.

*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.*

