

# DIRECTOR OF HUMAN RESOURCES

San Francisco Municipal Transportation Agency





## THE COMMUNITY

San Francisco is the fourth largest city in California with more than 865,000 residents and a daytime population that swells to more than 1.2 million. It is also one of the most culturally diverse and internationally recognized of all American cities; the community is a blend of residents, businesses, and tourists from many ethnic cultures and backgrounds. San Francisco is one of the most ethnically diverse major cities in the United States, with residents of African American (5.8%), Asian (33%), Caucasian (41.9%), Hispanic (15.1%), Native American (.2%), Pacific Islander (.4%), and other (3.5%) descent. The City is also home to the third largest concentration of members of the LGBTQ community among the 50 largest U.S. cities.

Built on a 49 square-mile peninsula, its unique terrain is bordered on three sides by the Pacific Ocean and the San Francisco Bay. Regionally, San Francisco is often referred to as the economic and cultural hub of the Bay Area because of its vibrant make-up.

## SFMTA

The San Francisco Municipal Transportation Agency (SFMTA) is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city. The SFMTA has oversight over the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. It serves San Francisco by creating transportation options that are constant, practical and everywhere; we connect people with their community to enhance the economy, environment and quality of life. SFMTA operates today's transportation system and work with its partners to plan the transportation system of tomorrow.

The SFMTA is governed by a Board of Directors who are appointed by the Mayor and confirmed by the San Francisco Board of Supervisors. The SFMTA Board provides policy oversight, including budgetary approval, and changes of fares, fees, and fines, ensuring representation of the public interest.

Its story is unlike any transportation agency in the country. Established by voter mandate in 1999, the SFMTA aggregated multiple San Francisco city agencies, including the Department of Parking and Traffic, Muni, and since 2007, the Taxi Commission.

Currently, SFMTA has more than 6,000 employees; the Human Resources Division has more than 100 employees.

## THE POSITION

The Director of Human Resources functions at the executive management level in the Municipal Transportation Agency and is responsible for the overall direction and administration of the Human Resources Department. The Director of Human Resources plans and directs all functions and activities of the Department; directs the development and implementation of policies, goals and objectives; manages organizational changes; ensures the enforcement of all applicable laws, ordinances and regulations; prepares and presents reports to the Director of Transportation and the Municipal Transportation Agency Board of Directors on activities, issues and needs of the division/department; and performs related duties as assigned.

Typical duties of the position include, but are not limited to:

- Set expectations for the Department to enforce regulations consistently, serve employees, communicate rules/steps/processes clearly and comprehensively, and uphold the policies and values of the Agency and the City;
- Work with other directors on consistent approach to management and staff relations;

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- Help managers and others navigate complaint processes and fully commit to improving the complaint processes at the SFMTA and communication about the complaint processes;
- Develop an inclusive department that connects employees with benefits;
- Support understanding and communication of the various HR programs and systems;
- Enforce a commitment to upholding confidentiality-- ensuring staff maintain confidentiality and professionalism-- establish practices that protect staff and staff interests;
- Establish clear business practices in relation to EEO and other complaints;
- Establish proactive communication practices;
- Establish system of accountability for behavior, management follow-through on behavioral issues;
- Be committed to One Agency, Connected-- have a visible presence internally, and support staff in the field and in headquarters;
- Set high standards for quality of work for self and team; and
- Demonstrate an understanding of the need for culture change at the SFMTA and serve as the agency's champion with respect to employee engagement and organizational development.

## THE IDEAL CANDIDATE

The MTA is committed to organizational excellence and seeks an innovative and dedicated human resources professional to join the executive team.

The ideal candidate will have a demonstrated track record and ability to exercise the following competencies and areas of experience which are the most critical to the Director of Human Resources role:

- **Service-oriented** - Manage the Department with an ethos of employee and internal customer service and support of the other Agency divisions. Introduce a culture that encourages proactive employee communication and engagement. Change the compliance driven culture to one that focuses more on partnerships, support and inclusion. Streamline business processes to make HR transactions and interactions more understandable, efficient, effective, and employee (or prospective employee) oriented.
- **Results-oriented and creative in solving challenges** - Be responsive and ensure that work is advancing rapidly to achieve key performance indicators. Support creative solutions and provide guidance not only on what cannot be done but also what can be done to address an issue.
- **Team-oriented** - Work collaboratively with the Senior Management Team. Build a strong HR team that is empowered to make decisions and does not have to seek HR Director approval for routine business. Work collaboratively with the City/County Department of Human Resources, unions, Civil Service Commission and the City Attorney's office to balance the competing priorities and requirements of each.
- **Integrity** - Set the tone that work is done in a timely way based on merit rather than on the nature of personal relationships and allegiances between employees. Ensure that rules are applied consistently across the organization. Serve as a cultural model and practice respect, integrity and inclusiveness.
- **Leadership** - Oversee the rebuilding of the SFMTA's Human Resources Department by implementing an employee-oriented focus environment. Strengthen the Department's reputation by improving its credibility and confidence.
- **Recruitment and Training** - Work to address staffing and retention challenges by implementing more efficient business processes (i.e., reduce the timelines to hire new staff) and identifying solutions to address historical inequities. Continue to oversee training programs for the various employee groups.

The ideal candidate will have outstanding leadership and organizational development skills and experience. He/She will be responsive, respectful and timely while fostering a customer-service mission throughout the department. The selected candidate will also be data-driven and help ensure that the Agency's decisions are based on solid information. He/She will also ensure transparency on various rules and processes which are clearly documented and communicated to staff. He/She will be confident and comfortable presenting to regulators, elected official, the Civil Service Commission and others.

Finally, the next Director of Human Resources will be passionate and enthusiastic about the Human Resources Department and the mission of the Agency. He/She will bring an empathetic and approachable voice in a fast-paced and complex environment.



### **Education, Certifications and Experience**

- The candidate should possess at least five years of HR experience, including at least three years of managerial experience in a human resources department; AND a baccalaureate degree from an accredited college or university. A master's or law degree is desirable.
- Experience negotiating with labor unions preferred. Experience working in the transit industry is a plus but not required.
- Familiarity with or the ability to quickly learn federal requirements and guidelines is preferred.

Candidates from the both public and private sector will be considered.

### **COMPENSATION**

The salary range for this position is \$181,714 to \$231,868. The City provides an excellent benefits package, including:

**Retirement** – Through the San Francisco Employee Retirement System (SFERS) a defined-benefit retirement is provided under the “2.3% at 62” miscellaneous employees’ formula.

**Life Insurance** – Life insurance is provided in the amount of \$50,000.

**Benefits** – Eligible Municipal Executives may enroll themselves and eligible family members in medical, dental, and vision benefits.

**Executive Leave and Vacation** – Five days of paid executive leave and five ‘floating holidays’ are provided annually. Vacation days are accrued at increasing rates starting with ten days annually in the first five years of continuous service, rising to twenty days annually after completing fifteen years of continuous service.

**Legal Holidays** – Eleven (11) paid legal holidays per year.

**Sick Leave** – Thirteen (13) days annually.

For additional information regarding benefits, visit: <http://sfdhr.org/benefits-overview>

### **HOW TO APPLY**

Please apply **on-line** by **May 3, 2019** at [www.allianceRC.com](http://www.allianceRC.com). For questions, inquiries or candidate recommendations, please contact:

Sherrill Uyeda or Cindy Krebs

#### **ALLIANCE RESOURCE CONSULTING LLC**

1 Centerpointe Drive, Suite 440  
La Palma, CA 90623

Telephone: (562) 901-0769

Email: [suyeda@alliancerc.com](mailto:suyeda@alliancerc.com) or  
[ckrebs@alliancerc.com](mailto:ckrebs@alliancerc.com)



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*An Equal Opportunity/ADA Employer*

*The City/County of San Francisco encourages women, minorities and persons with disabilities to apply. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, medical condition or pregnancy.*