San Francisco International Airport
is accepting applications for the position of

Director of Customer Care & Hospitality

0941 Manager VI

San Francisco International Airport

San Francisco International Airport (SFO) is a world-class, award-winning airport that served more than 54 million guests in Fiscal Year 2025. SFO offers non-stop flights to 60+ international cities on over 40 international carriers. The Bay Area's largest airport also connects non-stop with 80+ U.S. cities on 10 domestic airlines.

As an enterprise department of the City & County of San Francisco, SFO has a workforce of approximately 1,900 City employees. In Fiscal Year 2021, SFO generated more than 28,000 direct jobs and $6.1B in business activity.

SFO is more than an airport—we are a dynamic organization where employees collaborate with a wide range of stakeholders to support global travel, economic development, and public service. We are recognized as a leader in safety, environmental sustainability, and forward-thinking infrastructure, and continue to be at the forefront of transforming the travel experience.

Our Vision, Mission, and Core Values shape our culture and operations as we continue to build a supportive, purpose-driven workplace where all employees can thrive. Our mission is to deliver an airport experience where people and our planet come first.

SFO is governed by the San Francisco 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 Director of Commission Affairs. 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, Mike Nakornkhet, is responsible for the day-to-day operation of the Airport.

Learn more about careers at SFO at flysfo.com, and follow us on Facebook, Instagram, YouTube, LinkedIn, Bluesky and Threads.

Position

SFO is seeking an innovative and visionary leader to serve as its next Director of Customer Care & Hospitality. This is a rare opportunity to define and deliver a customer experience strategy for one of the world's leading international airports—creating a hospitality-centric atmosphere and transforming how millions of travelers and guests feel welcomed, cared for, and inspired when they visit SFO.

The Director of Customer Care & Hospitality will be responsible for setting the vision for SFO's customer care strategy and building a culture of service excellence across the entire airport community. The Director of Customer Care & Hospitality will report to the Chief Operating Officer and manage a diverse team that plays a vital role in shaping the

SFO guest experience, which includes the Director of Guest Experience, the Director of Custodial Services, and their team of approximately 500 employees and 250 volunteers. This leader will unify and elevate a diverse portfolio of guest-facing programs—including a robust volunteer corps, ambassador teams, a call center, communications, and customer service training—into a seamless, world-class operation.

The Director of Customer Care & Hospitality will lead operational strategies that anticipate and respond to everyday passenger needs, from wayfinding to major construction detours. At the strategic level, they will weave together customer insights, technology, and innovative practices to continuously elevate the passenger journey and strengthen SFO's reputation as one of the world's most guest-centric airports.

This leader will be the voice of the guest, ensuring that SFO defines and delivers a brand of service across SFO that extends to airlines, concessionaires, contractors, and federal agencies. They will champion proactive outreach and partnership with leaders internal and external to SFO, building collaborative relationships that align service standards and clarify responsibilities across the airport ecosystem. This leader will closely collaborate with the Airport Integrated Operations Center (AIOC) Director in implementing the vision of **SFO's Customer Journey Map**, with the AIOC Director focusing on seamless airport operations, and the Director of Customer Care & Hospitality taking a hospitality-focused approach to enhance all customer journey touch points throughout SFO.

The successful candidate will be both a strategist and a builder—capable of transforming customer care and hospitality at SFO, defining success, and unifying airport staff, partners, volunteers, and resources that deliver on that vision every day.

Core Responsibilities

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 providers, and evolve 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's 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 projects and the 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 solutions to potential cost overruns.

The Ideal Candidate

The **ideal candidate** for the Director of Customer Care & Hospitality is an accomplished customer experience leader with a hospitality mindset who blends strategic vision with the ability to engage directly with staff, partners, stakeholders, and guests. This individual is energized by the challenge of shaping a new culture of service excellence at one of the world's premier airports and thrives in dynamic, complex environments where collaboration across organizational boundaries is essential.

They will embody SFO's Core Values, earning trust by being approachable, responsive, and focused on solutions rather than ego. A versatile leader, the Director of Customer Care & Hospitality will strike a balance between creativity and innovation, executing with discipline, utilizing data-driven insights and industry best practices to enhance the guest experience. They will be a change agent who knows how to listen, inspire, and bring people along—even when change is difficult—while fostering an inclusive, engaging, and fun environment.

The successful candidate will also bring a proven record of results through collaboration and empowerment, demonstrating the ability to conceive bold ideas and translate them into practical solutions. They will have the strategic agility to balance dreaming with doing, the interpersonal skills to build lasting relationships across all levels of the organization and with external stakeholders, and the business acumen to ensure resources, priorities, and outcomes align with SFO's mission.

Change Leadership – Experience in successfully leading organizations through critical and complex transformations; resilient, empathetic, and able to engage others through difficult transitions.

Solution-Oriented – Responsive, pragmatic, and focused on problem-solving; avoids rigid "no" thinking in favor of collaborative solutions.

Creative Problem Solver – Skilled at tackling complex challenges with rigor and imagination, using tools such as Lean Six Sigma alongside outside-the-box thinking.

Collaborative Relationship Builder – Builds trust and alignment across divisions, airlines, concessionaires, and all other stakeholders; persuasive, inclusive, and skilled at motivating and coaching.

Strategic Leader and Innovator – Proven record of converting strategy into effective execution; balances vision with action and brings best practices to create guest-centric solutions.

Hands-On and Engaged – Leads by example, visible with frontline staff and volunteers, approachable and accessible.

Business Acumen – Understands airport operations, safety, and industry dynamics; able to prioritize resources, set clear metrics, and translate concepts into actionable plans.

Self-Starter with Autonomy – Resourceful, entrepreneurial, and comfortable working independently while aligning with broader organizational priorities.

Inclusive and Personable – Enjoys working with people, fosters a supportive and fun culture, and reflects SFO's commitment to equity, accessibility, and inclusion.

What You Will Need

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, all of which includes 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).

Appointment Type

Temporary Exempt (TEX) 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 and Benefits

As of July 1, 2025, the normal salary range will be $193,700 to $247,260. Appointments above this annual range may be considered for a top candidate, and will require a special approval process based on overall verifiable career history. The City & County of San Francisco's (CCSF) Benefits package can be found at: **careers.sf.gov/benefits**. 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 including free onsite gym facilities
- Vacation/Holiday/Sick Time; and Administrative Leave

How to Apply

The Director of Customer Care & Hospitality is a national recruitment being conducted by The Byers Group. First consideration will be given to applications received by **December 29, 2025**. To apply for this outstanding opportunity, please electronically submit your resume and letter of interest to The Byers Group at: **sfo.customercare@byersgroupca.com**.

The letter of interest should outline why you are interested in this role and your relevant accomplishments. Please provide two examples of why you would be a strong candidate and the key attributes you would bring to this position. The most highly qualified candidates will be invited to participate in a formal selection process. The position will remain open until filled.

Confidential inquiries are encouraged and can be directed to: Ms. Brett Byers, 323-403-8279, **brett@byersgroupca.com** and/or Ms. Christine Boulware, 312-391-6098, **christine@byersgroupca.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.

Identification/Right to Work

All persons employed by the City and County of San Francisco are required to comply with the Immigration Reform and Control Act of 1986 by presenting documents to verify identity and authorization to work in the United States. Acceptable forms of identification as required by the Federal Immigration and Naturalization Service may be found in the **U.S. Citizenship and Immigration Services website**.

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