



Board Report

File #: 2015-0741, File Type: Policy

Agenda Number: 53.

EXECUTIVE MANAGEMENT COMMITTEE  
JUNE 18, 2015

**SUBJECT: PERSONNEL MATTER**

**ACTION: AUTHORIZE CHIEF EXECUTIVE OFFICER TO NEGOTIATE SALARIES**

**RECOMMENDATION**

AUTHORIZED ON CONSENT CALENDAR the Chief Executive Officer (CEO) to **negotiate salaries within the pay range** for the following positions:

- A. Chief Operations Officer, pay grade CC (\$215,987 - \$265,907 - \$315,868)
- B. Chief Communications Officer, pay grade BB (\$161,616 - \$202,030 - \$242,424)

**ISSUE**

Executive-level recruiting is extremely sensitive and sometimes difficult if the potential candidate is considering leaving current employment. Delegating authority for salary negotiation to the CEO for the positions of Chief Operations Officer and Chief Communications Officer will speed up the process and ameliorate any concerns the potential candidates may have regarding confidentiality.

**DISCUSSION**

These key executive positions are responsible for major functional areas of the agency and need to be filled with personnel whose salaries are competitive and reflect the level of their responsibilities and qualifications.

Chief Operations Officer

The Chief Operations Officer position has been filled using Interim appointments since October 2013. A regular appointment needs to be made to provide stable leadership during this critical time in the agency's history. With ongoing efforts to improve bus service and operate it efficiently, along with new rail line extensions opening in 2016 and new rail line extensions under construction, strong, longer term leadership is needed.

Chief Communications Officer

The Chief Communications Officer (CCO) position is currently filled with an Interim appointment until the position is filled. This position is of vital importance in communicating with our customers and

maintaining a positive perception of Metro with the public. It is also responsible for managing Customer Services including Customer Information, Customer Service Centers, TAP service and receiving and tracking customer complaints. Government Relations is also a key and critical unit at Metro that also reports to the CCO.

### **FINANCIAL IMPACT**

No additional FTEs are being added to the FY16 Budget.

Funds for the Chief Operations Officer position are included in the FY16 budget in cost center 3010, project 306006 (System-wide Operations Management and Administration).

Funds for the Chief Communications Officer position are included in the FY16 budget in cost center 7010, Executive Office, Communications in the following projects; 100001 (General Overhead), 100002 (Government and Oversight), 100055 (Admin - Measure R) and 306006 (System-wide Operations Management and Administration).

#### **Impact to Budget**

FY16 funding for these positions will use Project 100001, General Overhead, which is allocated to projects according to the federally approved Cost Allocation Plan and funded accordingly, including bus and rail operating and capital projects; Project 100002, Government and Oversight, which are not eligible for bus or rail operating projects, Project 100055, Admin - Measure R, which uses funds that are eligible for Measure R projects and Project 306006, System-wide Bus Operations Management and Administration, which uses funds that are eligible for bus and rail operations.

### **ALTERNATIVES CONSIDERED**

An alternative would be not to authorize the CEO to negotiate salaries within the pay range for the positions and come back to the Board of Directors for approval. Staff does not recommend this alternative as Executive-level recruiting is extremely sensitive and sometimes difficult if the potential candidate is considering leaving current employment. By delegating the authority for salary negotiation to the CEO for these positions will expedite the process and ameliorate any concerns the potential candidates may have regarding confidentiality.

### **NEXT STEPS**


Staff will continue to recruit for these positions with negotiations being conducted within the CEO's authorization.

### **ATTACHMENTS**

- A. Job Spec for Chief Operations Officer
- B. Job Spec for Chief Communications Officer

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Phillip A. Washington  
Chief Executive Officer

**Los Angeles County Metropolitan Transportation Authority**

Job Class Specification

**CHIEF OPERATIONS OFFICER**

Pay Grade HCC

(\$215,987.20 - \$265,907.20 - \$315,868.80)

**Basic Function**

To oversee and direct the overall activities of Metro's transit operations delivery.

**Classification Characteristics**

This classification is exempt/at-will and the incumbent serves at the pleasure of the hiring authority.

**Supervised by:** Chief Executive Officer

**Supervises:** Deputy Chief Operations Officer; General Manager; Executive Director, Rail Operations; Executive Director, Maintenance; Executive Director, Transportation; DEO, Operations Administration & Financial Management Services; Executive Secretary/COO

**FLSA:** Exempt

**Work Environment**

In order to achieve the Agency's goals in support of its mission, potential candidates are required to commit and continuously practice and demonstrate the following work values:

- **Safety** – To ensure that our employees, passengers and the general public's safety is always our first consideration.
- **Services Excellence** – To provide safe, clean, reliable, on-time, courteous service for our clients and customers.
- **Workforce Development** – To make Metro a learning organization that attracts, develops, motivates and retains a world-class workforce.
- **Fiscal Responsibility** – To manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Innovation and Technology** – To actively participate in identifying best practices for continuous improvement.
- **Sustainability** – To reduce, reuse and recycle all internal resources and reduce green house gas emissions.
- **Integrity** – To rely on the professional ethics and honesty of every Metro employee.

## CHIEF OPERATIONS OFFICER

(Continued)

- **Teamwork** - To actively blend our individual talents to achieve world-class performance and service.
- **Civil Rights** - To actively promote compliance with all civil rights statutes, regulations and policies.
- **Community** - To actively engage with the Community as it relates to Metro interest/services.

### Examples of Duties

- Develops, implements, and directs budgets, goals, and business plans within assigned work units.
- Provides direction and support to all transit operations functions to ensure attainment of Metro and departmental objectives within established policies and parameters.
- Coordinates activities within transit operations to assure peak performance and productivity, as well as conformance with established or mandated external regulations and policies affecting Metro operations.
- Develops and implements strategic business plans focusing on transportation needs in cooperation and coordination with all Metro departments involved in regional decisions.
- Provides counsel to the CEO on significant matters affecting Metro transit operations and policies.
- Assists the CEO in developing and implementing short-range and long-range goals and business plans.
- Formulates policy recommendations for the Board of Directors, attends Board meetings, and advises Board.
- Formulates and recommends operating policies and procedures or changes in existing policies or procedures.
- Chairs and serves as a member of interdepartmental and interagency committees.
- Represents Metro and the CEO as designated in meetings, as committee member, and before community and business groups.
- Provides policy direction for the External Affairs function of Metro.
- Monitors activities of assigned departments to ensure conformance with goals and objectives of reporting unit and eliminate impediments to peak performance.
- Directs the conduct of studies, investigations, and analyses at the direction of the CEO, presenting oral and written reports of findings and recommendations.
- Supervises subordinate department heads and managerial staff.
- Creates Metro's safety vision; approves and adopts the agency's safety rules, policies, and procedures; communicates safety expectations; and maintains accountability for the safety performance of the entire agency.
- Contributes to ensuring that the EEO policies and programs of Metro are carried out.

## CHIEF OPERATIONS OFFICER

(Continued)

### **Essential Knowledge and Abilities**

Knowledge of:

- Administrative principles and methods, including goal setting, program and budget development and implementation.
- Capital and operating budgets.
- Principles, practices, and program areas related to transit operations.
- Social, political, and environmental issues influencing transit programs.
- Applicable local, state, and federal laws, rules, and regulations.
- Principles and practices of public administration.
- Modern management theory.

Ability to:

- Assist in planning, organizing, and controlling the integrated work of a multi-tiered public transit organization.
- Develop and implement objectives, policies, procedures, work standards, and internal controls.
- Determine strategies to achieve goals.
- Understand, interpret, and apply laws, rules, regulations, policies, procedures, budgets, contracts, and labor/management agreements.
- Represent Metro before elected officials and the public.
- Analyze situations, identify problems, implement solutions, and evaluate outcome.
- Prepare reports and correspondence.
- Establish and maintain cooperative working relationships.
- Exercise judgment and creativity in making decisions.
- Communicate effectively orally and in writing.
- Interact professionally with various levels of Metro employees, outside representatives, and public officials.
- Read, write, speak, and understand English.

### **Minimum Qualifications**

Potential candidates interested in the CHIEF OPERATIONS OFFICER position MUST meet the following requirements:

- Bachelor's degree - Business, Public Administration, or other related field.
- 8 years' senior management-level experience in public transit operations.
- Valid California Class C driver license.
- Master's degree - Business, Public Administration, or other related field desirable.

### **Special Conditions**

- None.

CHIEF OPERATIONS OFFICER

(Continued)

**Disclaimer**

This job specification is not to be construed as an exhaustive statement of duties, responsibilities, or requirements. Employees may be required to perform any other job-related instructions as requested by their supervisor.

**Los Angeles County Metropolitan Transportation Authority**

Job Class Specification

**CHIEF COMMUNICATIONS OFFICER**

Pay Grade HBB

(\$161,616.00 - \$202,030.40 - \$242,424.00)

**Basic Function**

To direct and implement Metro's overall communications efforts, and to oversee the activities of the Communications departments.

**Classification Characteristics**

This classification is exempt/at-will and the incumbent serves at the pleasure of the hiring authority.

**Supervised by:** Chief Executive Officer

**Supervises:** DEO, Public Relations; DEO, Community Relations; DEO, Communications; DEO, Government Relations; Director, Social Media; Director, Customer Relations; Director, Customer Programs And Services; Communications Manager; Administration & Financial Services Manager; Sr Administrative Analyst; Administrative Analyst; Asst Public Communications Officer; Administrative Aide

**FLSA:** Exempt

**Work Environment**

In order to achieve the Agency's goals in support of its mission, potential candidates are required to commit and continuously practice and demonstrate the following work values:

- **Safety** - To ensure that our employees, passengers and the general public's safety is always our first consideration.
- **Services Excellence** - To provide safe, clean, reliable, on-time, courteous service for our clients and customers.
- **Workforce Development** - To make Metro a learning organization that attracts, develops, motivates and retains a world-class workforce.
- **Fiscal Responsibility** - To manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Innovation and Technology** - To actively participate in identifying best practices for continuous improvement.



## CHIEF COMMUNICATIONS OFFICER

(Continued)

- **Sustainability** - To reduce, reuse and recycle all internal resources and reduce green house gas emissions.
- **Integrity** - To rely on the professional ethics and honesty of every Metro employee.
- **Teamwork** - To actively blend our individual talents to achieve world-class performance and service.
- **Civil Rights** - To actively promote compliance with all civil rights statutes, regulations and policies.
- **Community** - To actively engage with the Community as it relates to Metro interest/services.

### **Examples of Duties**

- Develops, directs, and implements communications programs in support of Metro's marketing, community relations, public relations, intergovernmental relations, and multi-modal and local government relations programs consistent with Metro goals and objectives.
- Consults with and recommends to CEO and management effective legislative and communications programs to enhance Metro's image.
- Represents the department and Metro before the CEO, Board of Directors, public officials, other governmental agencies, community groups, and on inter-agency committees.
- Prepares and presents written and oral reports to Metro Management and the Board of Directors.
- Plans, develops, and administers departmental policies and procedures.
- Establishes priorities for department tasks and special projects.
- Oversees preparation and administration of department's budget.
- Discusses, informs, and advises management on department operations and special projects.
- Supervises subordinate staff.
- Creates Metro's safety vision; approves and adopts the agency's safety rules, policies, procedures; communicates safety expectations; and maintains accountability for the safety performance of the entire agency.
- Contributes to ensuring that the EEO policies and programs of Metro are carried out.

### **Essential Knowledge and Abilities**

Knowledge of:

- Theories, principles, and practices of communications programs.
- Applicable local, state, and federal laws, rules, and regulations.

## CHIEF COMMUNICATIONS OFFICER

(Continued)

- Public agency protocol, procurement procedures, and contract administration.
- Modern management theory.
- Social, political, and environmental issues influencing transit programs.
- Modern social media practices and processes.

Ability to:

- Plan, organize, and direct the work of communications departments.
- Prepare comprehensive reports and correspondence.
- Interact professionally with various levels of Metro employees and outside representatives.
- Represent Metro before the Board of Directors, elected officials, and the public.
- Understand, interpret, and apply laws, rules, regulations, policies, procedures, contracts, budgets, and labor/management agreements.
- Analyze situations, identify problems, recommend solutions, and evaluate outcome.
- Determine strategies to achieve goals.
- Establish and implement policies and procedures.
- Communicate effectively orally and in writing.
- Exercise judgment and creativity in making decisions.
- Plan financial and staffing needs.
- Make financial decisions within a budget.
- Supervise subordinate staff.
- Travel to offsite locations within a reasonable timeframe.
- Read, write, speak, and understand English.

### **Minimum Qualifications**

Potential candidates interested in the CHIEF COMMUNICATIONS OFFICER position MUST meet the following requirements:

- Bachelor's degree - Public Administration, Communications, Marketing, Public Affairs, Journalism, or other related field.
- 8 years' senior management-level experience administering communications, marketing, public relations, community relations, legislative affairs, or advertising programs.
- Master's degree - Communications, Marketing, Journalism, Public Affairs, or other related field desirable.
- Valid California Class C driver's license.

### **Special Conditions**

- None.

CHIEF COMMUNICATIONS OFFICER

(Continued)

**Disclaimer**

This job specification is not to be construed as an exhaustive statement of duties, responsibilities, or requirements. Employees may be required to perform any other job-related instructions as requested by their supervisor.