



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** John Aitken  
Jim Shannon

**SUBJECT:** AIRPORT DEPARTMENT  
STAFFING REORGANIZATION

**DATE:** July 30, 2019

Approved

Date

8/2/19

## RECOMMENDATION

Approve the following position changes in the Airport Department, effective September 1, 2019:

- (a) Add 1.0 FTE Airport Operations Supervisor I/II/III (3528) position; and
- (b) Eliminate 1.0 FTE Staff Specialist (1622) vacant position.

## OUTCOME

Approval of the recommended actions will allow the Airport Department to add an Airport Operations Supervisor position and delete a Staff Specialist position to gain efficiencies and align the Terminal Management section with the same hierarchical structure as other sections within the same Operations Division.

## BACKGROUND

In 2018, the San José Airport served more than 14 million passengers, which was a 15% increase year-over-year. This growth is expected to continue in the years to come and, as a result, the Airport's Customer Service and Lost & Found programs have exponentially increased in terms of customer phone calls, complaints, inquiries, and lost items<sup>1</sup>. In March 2018, the Airport reallocated the Customer Service Program from Business Development to the Operations Division – Terminal Management to better align the program's support services and initiatives in the appropriate section.

<sup>1</sup> The Airport Front Desk receives up to 94 phone calls per day, 71 of which are lost item inquiries. An estimated 175 items are turned in to the Airport Lost & Found daily, many of which come from TSA's Security Check Points.

## ANALYSIS

With the significant increase in passenger traffic, the Airport Operations Terminal Management / Customer Service section needs restructuring to help the Airport to better anticipate customer needs, offer suggestions, and guide passengers through a positive customer experience in a timely and professional manner<sup>2</sup>.

The Airport Operations Supervisor will provide more effective support to the Passenger Experience Manager (Program Manager I) in the management of the Lost & Found and Front Desk programs and Customer Service section of the Airport Operations Division, and the revised structure would be comparative to the organizational structure of other sections within the Division.

The Front Desk and Lost & Found programs have exponentially increased in terms of customer phone calls, complaints, inquiries, lost items, etc. The Airport Front Desk receives up to 94 phone calls per day, 71 of which are lost item inquiries. Roughly 175 items are turned in to the Airport Lost & Found daily (63,875 items annually), many of which come from TSA's Security Check Points. The amount of lost items has increased proportionally to the increase in passenger traffic, and has more than doubled in the last five years. Additionally, this position will supervise/lead support staff and interact regularly with Airport customers, contractors, tenants, government agencies, and other City Departments.

Specific responsibilities include, but are not limited to:

- Monitoring customer service and passenger experience activities throughout the arrival and departure processes
- Engaging with internal staff, stakeholders, and tenants to consistently improve and enhance services and support to airport customers
- Direct supervision and oversight of Airport Service Quality (ASQ) Survey activities, assisting in analyzing data, and creating and disseminating useful information to stakeholders
- Communicating, collaborating, coaching, and mentoring subordinate staff (Staff Specialist / Office Specialists)
- Supporting and assisting the Passenger Experience Manager to plan, prepare, and implement new service enhancements and projects as they are introduced
- Responding to and managing negative customer service events as they arise and resolving issues to the satisfaction of Airport passengers

Adding an Airport Operations Supervisor will better position the Division to meet current workload demands through improved technical and managerial support than offered by the Staff Specialist position (currently vacant) recommended for deletion.

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<sup>2</sup> Transportation and Aviation Services CSA Outcome 3.1: Travelers have a positive, reliable, and efficient experience when using the Airport (FY 2019-2020 Proposed Operating Budget, Page VII-100).

**EVALUATION AND FOLLOW-UP**

No additional follow up action with the City Council is expected at this time.

**PUBLIC OUTREACH**

This memorandum will be posted on the City's Council Agenda website for the August 13, 2019 Council Meeting.

**COORDINATION**

This memorandum has been coordinated with the Human Resources Department.

**COMMISSION RECOMMENDATION/INPUT**

No commission recommendation or input is associated with this action.

**COST SUMMARY/IMPLICATIONS**

<b>Job Code</b>	<b>Classification</b>	<b>FTE</b>	<b>Step 1 Rate</b>	<b>Salary + Benefits</b>	<b>Overhead Cost</b>	<b>Total Cost</b>
1622	Staff Specialist	(1.00)	\$29.67	(\$122,161)	(\$16,057)	(\$138,218)
3528	Airport Operations Supervisor III	1.00	\$42.21	\$164,408	\$22,840	\$187,248
<b>Net Total Estimate</b>				<b>\$42,247</b>	<b>\$6,783</b>	<b>\$49,030</b>

The addition of the Airport Operations Supervisor offset by the deletion of the Staff Specialist would increase ongoing costs to Airport funds by \$49,030 and will be accounted for on an ongoing basis as part of the 2020-2024 Base Budget process. The increased costs for 2019-2020 will be less given that the Airport Operations Supervisor position will be filled partway through the fiscal year and are expected to be offset by expenditure savings within the Airport's budget.

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**Subject: Airport Department Staffing Reorganization**

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**CEQA**

Not a Project, File No. PP17-010, City Organizational & Administrative Activities resulting in no changes to the physical environment.

/s/

JOHN AITKEN, A.A.E.  
Director, Airport Department



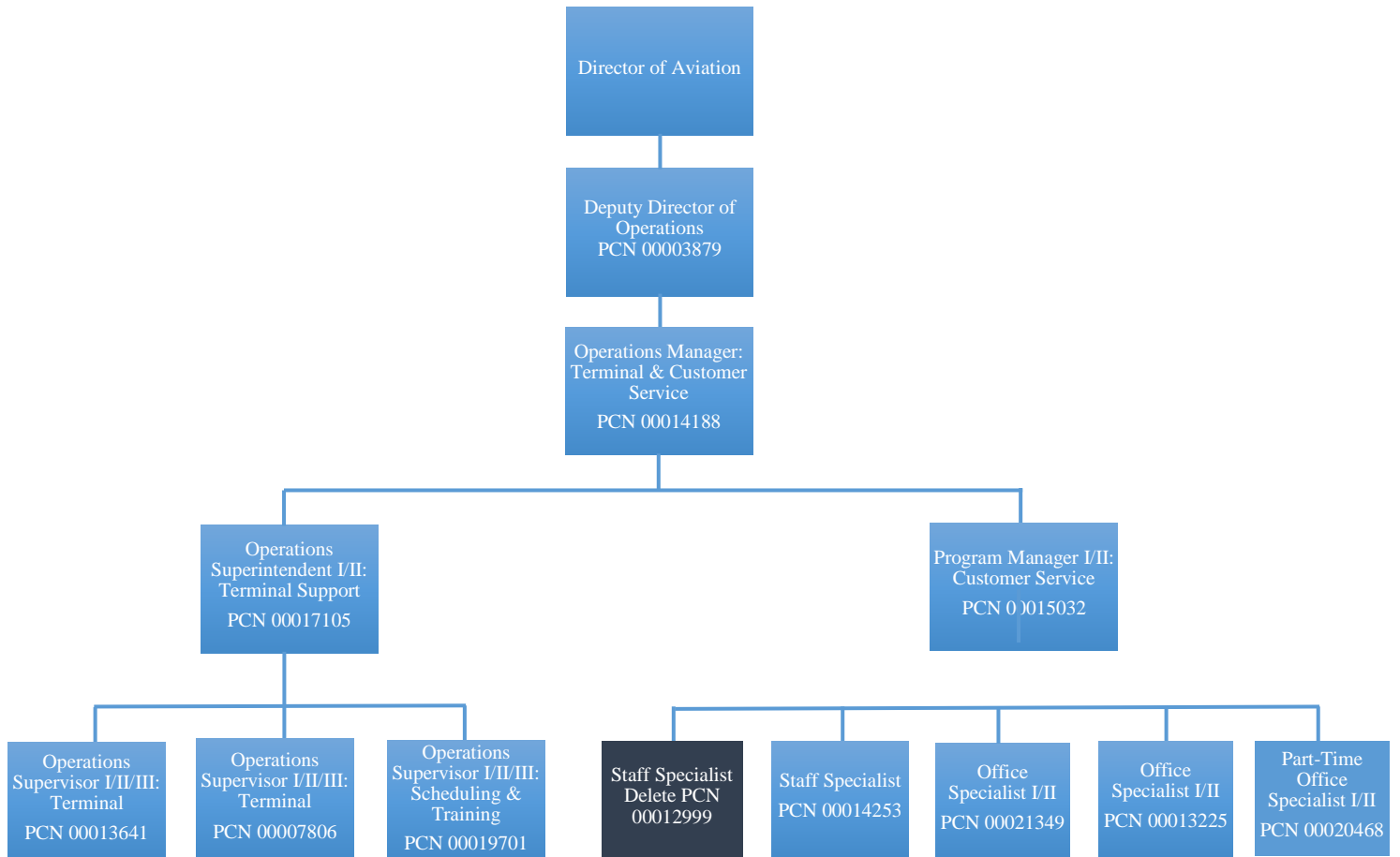
JIM SHANNON  
Budget Director

For questions, please contact Matt Shelton, Airport Human Resources Manager at (408) 392-3603.

Attachments: Current and Proposed Organization Charts

# Current Organization Chart

## Airport Operations: Terminals & Customer Service Program



## Proposed Organization Chart

### Airport Operations: Terminals & Customer Service Program

