



Metro

Los Angeles County
Metropolitan Transportation Authority

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REVISED
EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 17, 2013

SUBJECT: PERSONNEL MATTER

ACTION: AUTHORIZE CHIEF EXECUTIVE OFFICER TO NEGOTIATE SALARY

RECOMMENDATION

- A.** Authorize the Chief Executive Officer to negotiate a salary within the pay range for the position of Interim Chief Operations Officer, pay grade CC (\$209,706 - \$258,170 - \$306,675) and for the future permanent Chief Operations Officer.
- B.** **Authorize the Chief Executive Officer (CEO) to negotiate a salary within the pay range for the position of Deputy Chief Executive Officer, pay grade DD (\$262,475-\$320,236 - \$377,977) whenever the position becomes vacant.**

ISSUE

Debra Johnson has been appointed as Interim Chief Operations Officer to oversee and direct the overall activities of Metro's bus and rail service delivery. Our Human Resources policy provides for interim pay in a higher level position of at least 5% and up to 15% above the employee's regular salary.

The current Deputy Chief Executive Officer is retiring in four months. This position has been posted for recruitment and is being advertised. The CEO will consider candidates in the upcoming months so that a replacement can be made expeditiously. In order to recruit top-level candidates for this executive-level position, it is critical that candidates believe that their interest in the position and their application be completely confidential to protect their current employment. Delegating authority for salary negotiation to the CEO will improve the recruitment process.

DISCUSSION

Filling this **the Chief Operations Officer** position is critical to the successful operations of Metro's bus and rail service delivery. Debra **Johnson** has been at Metro as the

Deputy Chief Operations Officer since July 2012. She has over 21 years of experience in public transportation and is extremely capable of assuming this interim position.

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

DETERMINATION OF SAFETY IMPACT

Approval of this recommendation will ensure the continuation of safety programs that result in a reduction of injuries to employees or patrons.

FINANCIAL IMPACT

Funding for the Chief Operations Officer is included in the FY14 budget in cost center 3010, project 306006 – System-wide Bus Operations Management & Administration. **Funding for the Deputy Chief Executive Officer is included in the FY14 budget in cost center 2010, project 100002, Governmental and Oversight Activities.**

Impact to Budget

Funding for the Chief Operations Officer is from Bus and Rail operating funds. **Funding for the Deputy Chief Executive Officer is not eligible for bus and rail operations.**

ATTACHMENTS

- A. Chief Operations Officer Job Description**
- B. Deputy Chief Executive Officer Job Description**

Prepared by: Stefan Chasnov, Deputy Executive Officer, Human Resources
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Michelle Lopes Caldwell

Michelle Lopes Caldwell
Chief Administrative Services Officer

Arthur T. Leahy

Arthur T. Leahy
Chief Executive Officer

ATTACHMENT A – JOB DESCRIPTION – CHIEF OPERATIONS OFFICER

Los Angeles County Metropolitan Transportation Authority

Job Class Specification

CHIEF OPERATIONS OFFICER

Pay Grade HCC

(\$209,705.60 - \$258,169.60 - \$306,675.20)

Basic Function

To oversee and direct the overall activities of Metro's bus and rail service 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, Transit Capital Projects; Executive Director, Rail Operations; DEO, Operations Administration & Financial Management Services; Administrative Analyst

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.
- **Teamwork** – To actively blend our individual talents to achieve world-class performance and service.

Examples of Duties

- Develops, implements, and directs budgets, goals, and business plans within assigned work units.
- Provides direction and support to all bus and rail operations functions to ensure attainment of Metro and departmental objectives within established policies and parameters.
- Coordinates activities within bus and rail 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 bus and rail transportation needs in cooperation and coordination with all Metro departments involved in regional decisions.
- Provides counsel to the CEO on significant matters affecting Metro bus and rail 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. Manages departments including developing, monitoring and adhering to Metro's policies/procedures, budget and achieving units goals and objectives.
- Maintains, supports, and promotes a safe work environment while complying with all of Metro's safety rules, policies, and procedures

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.

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.
- 5 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.

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.

ATTACHMENT B – JOB DESCRIPTION – DEPUTY CHIEF EXECUTIVE OFFICER

Los Angeles County Metropolitan Transportation Authority

Job Class Specification

DEPUTY CHIEF EXECUTIVE OFFICER

Pay Grade HDD

(\$262,475.20 - \$320,236.80 - \$377,977.60)

Basic Function

To assist the Chief Executive Officer in executing the overall mission of Metro.

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: Executive Director, Management, Budget & Local Programming, Executive Director, Labor & Employee Relations, Corporate Risk Management, Program Management Office, Los Angeles Metro Protective Services and Executive Secretary/CEO

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.
- **Teamwork** – To actively blend our individual talents to achieve world-class performance and service.

Examples of Duties

- Assists the Chief Executive Officer in providing overall leadership of Metro in formulating and achieving public transportation objectives.
- Provides counsel to the CEO on significant matters affecting Metro 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.
- 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, procedures; communicates safety expectations; and maintains accountability for the safety performance of the entire agency. Manages departments including developing, monitoring and adhering to Metro's policies/procedures, budget and achieving units goals and objectives.
- Maintains, supports, and promotes a safe work environment while complying with all of Metro's safety rules, policies, and procedures

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.

Minimum Qualifications

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

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

Special Conditions

- None.

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.