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**LANE TRANSIT DISTRICT
BOARD OF DIRECTORS
HUMAN RESOURCES COMMITTEE**

**July 28, 2005
12:00 p.m.**

**LTD CONFERENCE ROOM
3500 E. 17th Avenue, Eugene
(off Glenwood Blvd.)**

Public testimony will not be heard at this meeting

AGENDA

Page

I.	CALL TO ORDER	
II.	ROLL CALL	
III.	Gaydos (Chair) _____ Ban _____ Eyster _____	
IV.	HUMAN RESOURCES STRATEGIC PLAN	02
V.	GENERAL MANAGER EVALUATION PROCESS	13
VI.	ADJOURNMENT	

AGENDA ITEM SUMMARY

DATE OF MEETING: August 8, 2005

ITEM TITLE: *LOOKING TO THE FUTURE – A DRAFT*

PREPARED BY: Board Human Resources Committee: Gaydos (chair), Ban, Eyster

ACTION REQUESTED: Review draft ideas

BACKGROUND: At the March 14, 2005, Board of Directors meeting, Board members expressed concerns about rebuilding relationships within LTD. The Board discussed the concept of joining employees to develop a strategic plan for LTD's human resources.

On July 28 and August 4, the Board Human Resources Committee reviewed draft ideas for review by the full Board on August 8. Because of the limited time between the Committee meeting and Board agenda packet delivery, the draft is not included in this packet. It will be distributed to Board members before the Monday meeting.

RESULTS OF RECOMMENDED ACTION: The draft will be forwarded to all employees for their review and participation.

ATTACHMENT: *Looking to the Future—Draft One*

PROPOSED MOTION: None

Q:\Reference\Board Packet\2005\08\Special Mtg 08-08-05\Looking to the Future summary.doc

LTD BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

- DATE OF MEETING:** July 28, 2005
- ITEM TITLE:** GENERAL MANAGER EVALUATION PROCESS
- PREPARED BY:** Jo Sullivan, Administrative Services Manager/Clerk of the Board
- ACTION REQUESTED:** Review process for evaluating the general manager's performance since the fall of 2004
- BACKGROUND:** In 2003, the Board approved a process for evaluating the general manager's performance that included an internal questionnaire in even-numbered years and an external questionnaire in odd-numbered years. The Board approved continuation of this process in the fall of 2004. A 12-question survey was sent to key community leaders in 2003, and the APTA *Assessment of the General Manager* was completed by leadership staff and the Board in the fall of 2004. If the Board wishes to continue this process, an external questionnaire would be used this fall.
- Enclosed for the Committee's information are the agenda summary and minutes on this issue from the September 15, 2004, Board meeting; the process as first approved by the Board in October 2003; cover letters to the Board and external contacts explaining the process in November 2003; the list of external contacts; the 12 questions used in November 2003; a letter inviting the ATU local executive board officer to participate in an evaluation in February 2003; and a copy of the APTA *Assessment of the General Manager*.
- RESULTS OF RECOMMENDED ACTION:** The Committee's recommended process will be placed on the next Board meeting agenda for approval by the full Board of Directors, after which the assessment tool will be distributed as directed by the Board. The individual assessment tools will be kept confidential, but a compilation of the comments will be prepared for review by the Board and general manager. If past practice is followed, executive sessions to evaluate the general manager's performance will be held by the Board HR Committee and then at a meeting of the full Board.
- ATTACHMENTS:** Background materials (listed above)
- PROPOSED MOTION:** I move that the Board HR Committee recommend continuation of the general manager evaluation process as begun in 2003 and forward this recommendation to the full Board of Directors for approval.

Building a New Culture at LTD

LTD's most valuable resource is its people, its employees. If LTD is to reach for excellence, for an internal and external environment of teamwork, respect, honesty, integrity, and accountability, it must invest in its people.

The LTD Board of Directors and the Leadership Council are committed to creating a sustained environment that builds these qualities in all LTD employees through quality communication, collaboration, employee involvement, and through learning opportunities.

The accompanying plan attempts to identify ways to accomplish this goal. It is an evolving work in progress that will rely heavily on the input and participation of employees from all areas of the organization. It is a plan that will commit company resources to programs and plans that develop and sustain the message that every member of this organization is important, is respected, and will have opportunity to grow.

Stewarding the resources of a dynamic organization is not an easy task, nor is it a task that should be mandated by a single authority. Employee involvement in this stewardship, and in the programs that create efficiency and effectiveness, will be critical to LTD's future success.

Some programs will focus on employee education and training. Some programs will look at employee practices and how change can serve the better good of our employees and our customers. Other programs will look at reward, recognition and reinforcement that acknowledge those that make contributions to the organization through outstanding performance, new initiatives, or significant acts that demonstrate the values of the District.

This is a new time for LTD. Each of us has a new opportunity to participate in creating a new culture. Your ideas, your participation, your commitment have never been more needed or wanted than today. Join in as this "People Plan" develops. Let your thoughts be known. Make a difference. When you do, tomorrow will be a better place for all of us.

**LTD Employee Resources Plan
Draft Strategic Plan
2005**

Human Resources Strategic Goals

- Develop collaborative, constructive relationships between all LTD employees, LTD administration, and ATU leadership.
- Provide a work culture at LTD that attracts and retains the highest quality, committed employees. This goal will impact decisions about health care, wages and other benefits.
- Provide a safe and healthy workplace for all employees.
- Become a “learning organization” that fosters career development through meaningful educational programs, skills training, job cross training, mentoring, and other methods.
- Reward, recognize and reinforce exceptional performance.
- Create a culture of inclusiveness that encourages all employees to be involved with decision making, internal and external committees, and community events.
- Provide opportunities for all employees to learn about the business aspects of LTD, including budget and strategic planning.

Strategic Goal 1:

Develop collaborative, constructive relationships between all LTD employees, LTD administration and ATU leadership.

With the Amalgamated Transit Union leadership

- Monthly communication opportunities between General Manager and Local Executive Board Officer
- Weekly communication opportunities between Human Resource Director, Transit Operations Director, Maintenance Director and Local Executive Board Officer
- Conduct budgeting class with local officers
- Build on the work of the Joint Insurance Committee regarding improving employee health and managing health care costs
- Regular meetings with International VP and Division 757 President.

With Employees

- Conduct monthly open forums for employees to talk to board members, the general manager, and key district staff.
- Conduct specific trainings about topic areas such as scheduling, health care, finances, capital plans, operating costs, etc.
- Develop training programs that address the expressed needs of employees.
- Develop opportunities to celebrate who we are and interact on a quarterly basis.

District Committees

- Create list of all district committee. Designate employee seats on each. Recruit and assign members to committees based on interest, skills, experience and other criteria appropriate for the committee.

Employee Input

- Design methods to get employee input on LTD's Mission and Goals.
- Create "Q & A" forms for employee education and input.

Strategic Goal 2:

Provide a work culture at LTD that attracts and retains the highest quality, committed employees. This goal will impact decisions about health care, wages and other benefits.

- Design a recruiting process to attract people capable of helping LTD achieve its mission, and who fit LTD's core values.
- Design selection processes that help LTD hire desired candidates.
- Assure that diversity is given strong consideration in recruiting and selection decisions.
- Engage employees in designing a package of employee benefits that attracts top quality employees.
- Develop wage scales that pay at least at industry averages.

Strategic Goal 3:

Provide a safe and healthy workplace for all employees.

- Enhance and expand the work of the Joint Insurance Committee.
- Enhance and expand the work of the Facilities Safety Committee.
- Develop a wellness program that involves a cross section of LTD employees in decision making related to employee health.
- Develop an incentive program to encourage employee participation in health improvement activities.
- Develop a disease management program.
- Provide education and training on key health issues using health industry experts.

Strategic Goal 4:

Become a “learning organization” that fosters career development through meaningful educational programs, skills training, job cross training, mentoring and other methods.

- Create a strategic plan for training and development.
- Identify core competencies for job types
- Develop internal skill development program for maintaining core competencies.
- Identify development plan for key positions
 - Include sets of trainings or certifications
- Develop key training tracks for broad categories of jobs
 - Apprentice to Journeyman
 - Supervisor to Manager
 - Non-Supervisor to Supervisor
 - Operator to non-Operator
- Develop internal core curriculum
 - Software
 - Scheduling
- Select list of approved external trainings
- Develop succession plans for retirement or departure of key positions

Strategic Goal 5:

Reward, recognize and reinforce exceptional performance.

Performance Measurement

- Determine key measures of success for each position
- Set up measurement system that accurately records key measures
- Set up formal displays of key measures
- Design recognition system that encourages high performance on key measures

Performance Management

- Conduct annual reviews for all employees, no exceptions.
- Refine supervisor's coaching and development skills.
- Refine annual review document to reflect a coaching style.

Recognition Events

- Match recognition processes and events to key performance measures.

Create list of preferred behaviors worthy of recognition

- Safe driving
- Attendance
- Customer service skills
- Cost saving behaviors

Design recognition system that rewards preferred behaviors

- Include formal recognition
- Publicize in appropriate ways

Create annual process of recognition events

- Give significant recognition for best performers
- Encourage others to achieve at high level

Strategic Goal 6:

Create a culture of inclusiveness that encourages all employees to be involved with decision making, internal and external committees, and community events.

- Form an LTD committee to steer this process and achieve this goal. Include developing criteria for involvement in community events and internal committee activities.
- Consult with experts on methods of managing change within an organization.
- Develop ways to include employees in more decision making processes.

Strategic Goal 7:

Provide opportunities for all employees to learn about the business aspects of LTD, including budget and strategic planning.

- Conduct training on Budget.
- Conduct training on Scheduling processes.
- Conduct Strategic Plan Review for all employees.

Q:\Reference\Board Packet\2005\07\HR Committee 07-28-05\LTD Human Resources Strategic Plan.doc

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LTD Employee Resources Plan Draft Strategic Plan 2005

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