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

**August 4, 2005
3:30 p.m.**

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

Public testimony will not be heard at this meeting

AGENDA

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| I. | CALL TO ORDER | |
| II. | ROLL CALL | |
| III. | Gaydos (Chair) _____ Ban _____ Eyster _____ | |
| IV. | HUMAN RESOURCES STRATEGIC PLAN | 02 |
| V. | ADJOURNMENT | |

LTD BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: August 4, 2005

ITEM TITLE: DRAFT *LTD EMPLOYEE RESOURCES PLAN*

PREPARED BY: Mary Neidig, Director of Human Resources and Risk Management

ACTION REQUESTED: Review revised draft plan

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 developing a strategic plan for LTD's human resources in much the same way LTD develops a strategic plan for capital projects or other large expenses.

On July 28 the Board HR Committee reviewed a draft of this plan and suggested some changes. Enclosed is a revised draft for the Committee's review.

RESULTS OF RECOMMENDED ACTION: The Committee's recommended plan will be placed on the agenda for discussion by the full Board at the August 8 work session, as directed at the July 28 Committee meeting.

ATTACHMENT: Draft *LTD Employee Resources Plan*

PROPOSED MOTION: I move that the Board HR Committee approve the Draft *LTD Employee Resources Plan* in concept, and direct LTD staff to place it on the agenda for discussion at the August 8, 2005, Board work session.

Building a New Culture at LTD

LTD's most valuable resource is our people. If we desire to reach for excellence, for an internal and external environment of teamwork, respect, honesty, integrity, and accountability, we must invest in our 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 identifies 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. Every member of this organization is important and respected, and will have opportunity to grow. This plan commits resources to do this.

Stewarding the resources of a dynamic organization is not an easy task, nor is it a task that should be mandated by a single individual. 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 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**

Proposed List of Human Resources Strategic Goals

- Develop strong relationships between all LTD employees, LTD administration, and ATU leadership.
- Provide a work culture at LTD that attracts and retains committed individuals. This goal will impact decisions about health care, wages and other benefits.
- Provide a safe, healthy and welcoming workplace for all.
- 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 improved and exceptional performance.
- Create a culture of inclusiveness that encourages everyone to be involved with decision making, internal and external committees, and community events.
- Provide opportunities for everyone to learn about the business aspects of LTD, including budget and strategic planning.

Strategic Goal 1:

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

With the Amalgamated Transit Union leadership

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

With Employees

- Conduct regular 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.
- Jointly develop training programs that address the expressed needs of employees.
- Jointly develop opportunities to celebrate who we are and interact on a quarterly basis.

District Committees

- Create list of all district committees. Jointly develop 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 committed individuals. This goal will impact decisions about health care, wages and other benefits.

- Design a recruiting process to attract people capable of helping LTD achieve our mission, and who fit LTD's core values.
- Design selection processes that help LTD hire employees who fit.
- Assure that diversity is given strong consideration in recruiting and selection decisions.
- Engage employees and the Joint Insurance Committee in designing a package of employee benefits that attracts committed individuals.
- Develop compensation packages that pay at least at industry averages.

Strategic Goal 3:

Provide a safe, healthy and welcoming workplace for all.

- Enhance and expand the work of the Joint Insurance Committee.
- Enhance and expand the work of the Facilities Safety Committee.
- Prepare LTD's Diversity Council for role of monitoring workplace diversity issues so that all individuals feel welcome and supported at LTD.
- Jointly develop a wellness program that involves a cross section of LTD individuals in decision making related to employee health.
- Develop an incentive program to encourage individual 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.
- Design internal skill development program for maintaining core competencies.
- Identify development plan for key positions
 - Include trainings or certifications
- Develop key training tracks for broad categories of jobs
 - Apprentice to Journeyman
 - Non-Supervisor to Supervisor
 - Supervisor to Manager
 - Operator to non-Operator
 - Administrative to Technical
- Develop internal core curriculum
 - Use of common software packages
 - How scheduling function works
 - Customer service skills
- Select list of approved external trainings
- Develop succession plans for vacancies of key positions

Strategic Goal 5:

Reward, recognize and reinforce improved and exceptional performance.

Performance Measurement

- Determine key measures of success for each position.
- Set up measurement systems that accurately record and display key measures.
- Design recognition systems that encourages high performance or improved 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
- Teamwork skills
- Ability to work with a wide variety of people
- Accessibility improvements

Design recognition systems that reward preferred behaviors

- Include formal recognition
- Publicize in appropriate ways

Create annual schedule of recognition events

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

Strategic Goal 6:

Create a culture of inclusiveness that encourages everyone 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. Develop criteria for involvement in community events and internal committee activities.
- Consult with experts on methods of managing change within an organization.
- Jointly develop ways to include more individuals in decision making processes.

Strategic Goal 7:

Provide opportunities for everyone 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 individuals.
- Conduct informational sessions on key benefit areas.
- Conduct informational sessions on transportation policy and board governance.