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

**February 28, 2006
4 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. STAFF REPORT: PROGRESS ON HR PLAN, *LOOKING TO THE FUTURE*
- V. HR COMMITTEE WORK TIMELINE
- VI. NEXT MEETING
- VII. ADJOURNMENT

**Lane Transit District Board of Directors
Report from Human Resources Committee
February 28, 2006**

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Draft Human Resources Committee Work Plan for 2006 and 2007

2006

February: Review and complete pension policy recommendations.
Determine time frame for interim leadership.
Discuss performance expectations for general manager during interim.

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March: Discuss methods for monitoring of pension policy decisions.
Address any last-minute budget issues.
Review progress on Looking to the Future goals.
Review progress of internal Communications Audit.
Review plan for Employee Relations Plan.

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April: Address any concerns stemming from final adopted budget.
Review progress on Looking to the Future goals.
Receive report on Communications Audit findings.
Review progress on Employee Relations Plan.

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May: Review progress on Looking to the Future goals.
Review outcome of Communications Audit.
Review progress on Employee Relations Plan.
New Board member arrives – orientation to work of HR committee.

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June: Address any HR policy concerns with new EmX system.
Review progress on Looking to the Future goals.
Receive progress report on pension plan funding measures.
Review progress on Employee Relations Plan.
Review recommended work plan based on Communication Audit outcomes.

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July: Discuss strategy for next labor contract negotiations.
Note: New fiscal year begins.
Review progress on Looking to the Future goals.
Review progress on Employee Relations Plan.

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August: Discuss and determine process for general manager evaluation.
Review progress of LTD employee benefits; determine policy direction.
Review progress on Looking to the Future goals.
Review progress on Employee Relations Plan.
Discuss strategies for labor negotiations.

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- September: Begin general manager evaluation process.
Receive update on EmX bus arrival.
Review progress on Looking to the Future goals.
Review progress on Employee Relations Plan.
- October: Continue general manager evaluation process.
Review progress on Looking to the Future goals.
Review any training or other needs related to EmX start-up.
Review progress on Employee Relations Plan.
EmX operator bid is held and new EmX operators begin training.
Finalize recommended strategy for labor negotiations.
- November: Employee Benefits Sign-up – review decisions related to benefits.
Review progress on Looking to the Future goals.
Review progress on Employee Relations Plan.
Board annual work session – possible HR Committee report.
Prepare recommendations from general manager evaluation process.
- December: Board decisions on general manager evaluation process.
Address any HR policy issues related to budget development.
Review progress on Looking to the Future goals.
EmX service begins.

2007

- January: Review progress on Looking to the Future goals.
Review progress of communications work plan.
Receive labor negotiations update.
Estimated new Board member arrival – orientation to work of HR committee.
- February: Receive annual report on pension plan measures.
Review progress on Looking to the Future goals.
- March: Address any last-minute budget issues.
Review progress on Looking to the Future goals.
Receive labor negotiations update.
- April: Finalize criteria for general manager selection.
Review progress on Looking to the Future goals.
Address any concerns stemming from final adopted budget.
- May: Review progress on Looking to the Future goals.
Celebrate progress on Looking to the Future plan.
Receive labor negotiations update.
- June: Review progress on Looking to the Future goals.
Receive progress report on pension plan funding measures.

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July: Review progress on Looking to the Future goals.
Note: New fiscal year and new labor contract begin.

August: Review progress on Looking to the Future goals.
Review progress of LTD employee benefits; determine policy direction.

September: Begin general manager evaluation.
Review progress on Looking to the Future goals.

October: Review progress on Looking to the Future goals.

November: Review progress on Looking to the Future goals.
Hold annual Board work session – possible HR committee report.
Employee Benefits Sign-up – review any HR policy issues related to benefits.

December: Finalize general manager evaluation.
Review progress on Looking to the Future goals.

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. . Select final list of General Manager candidates.¶
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November: . Conduct General Manager assessment center. ¶
. . Review progress on "Looking to the Future" goals.¶
. . Board annual work session – possible HR committee report.¶
Employee Benefits Sign-up – review any HR policy issues relate to benefits.¶

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December: . Select new General Manager.¶

. . Finalize (current) General Manager evaluation.¶

. . Review progress on "Looking to the Future" goals.¶

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LOOKING TO THE FUTURE

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Draft Human Resources Strategic Plan

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for Lane Transit District

February 2006

LTD's most valuable resource is its people. To be an organization of excellence, with an internal environment of teamwork, respect, honesty, integrity, and accountability, we must invest in our people.

We are accountable for creating a lasting environment that builds these qualities in all LTD employees through quality communication, collaboration, employee involvement, and learning opportunities.

This plan identifies ways to accomplish this goal. It is evolving and will rely heavily on the input and participation of all individuals. Every member of this organization is important and respected, and will have an opportunity to grow. This plan commits resources to do this.

Stewarding the resources of a dynamic organization is not an easy task. Individual involvement in programs will be critical to LTD's future success. Programs in this future plan will focus on a wide range of things, including education, training, and employee involvement, to name a few.

This is a new time for LTD. Each of us has an opportunity to participate in creating a new future. Your ideas, your participation, and 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 DRAFT HR STRATEGIC PLAN

Draft LTD Looking to the Future Plan 2005

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Goals for the Future

- Develop supportive relationships among all LTD employees, LTD administration, and ATU leadership.
- Provide a workplace at LTD that attracts and retains committed individuals.
- Provide a rewarding, safe, healthy, and welcoming workplace for all.
- Become a "learning organization" that fosters and funds career development through meaningful educational programs, skills training, job cross training, mentoring, and other methods. [\(We do some certifications, college credit, licensing, software training, etc., now.\)](#)
- Reward, recognize, and reinforce both improved and exceptional performance. [\(LTD currently recognizes safe driving, attendance, and the Employee of the Month and Year.\)](#)

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<#>Create an atmosphere of inclusiveness that encourages everyone to be involved with decision making, internal and external committees, and community events.¶

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<#>Provide opportunities for everyone to learn about LTD. ¶

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<#>Hold all individuals accountable for supporting the mission and goals of LTD, and for living LTD's values.¶

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- [Create an atmosphere of inclusiveness that encourages everyone to be involved with decision making, internal and external committees, and community events. \(What does inclusiveness look like?\)](#)
- [Provide opportunities for everyone to learn about LTD.](#)
- [Hold all individuals accountable for supporting the mission and goals of LTD, and for living LTD's values. \(To whom does this apply, and what standards will people be judged against? Does this apply only during work, or at all times?\) \(What does "living LTD's values" mean?\)](#)

Strategic Goal 1:

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Develop supportive relationships among all LTD employees, LTD administration, and ATU leadership.

- [Create frequent communications among all leaders in the ATU and at LTD. \(Weekly meetings are being held with ATU leadership.\)](#)

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LTD DRAFT HR STRATEGIC PLAN

- Include local union leadership in budget discussions. (An introduction to LTD's Budget was held with ATU leadership. Budget projections and proposed initiatives were shared. It was agreed that this format for sharing works well and all agreed to use it with other topics in the future.)
- Build on the work of the Joint Insurance Committee to improve employee health and manage health care costs. (The committee meets monthly and has reviewed utilization data and added a health improvement program to LTD's current benefits.)
- Conduct regular open forums for employees to talk to Board members, the general manager, and key District staff. (Several "Listening Sessions" have been conducted by Board members and the general manager. Follow-up was provided to all employees. A formal audit of LTD's communications processing is being conducted now to determine what can be done to improve methods of all internal communications.)
- Conduct specific trainings about topic areas such as scheduling, health care, finances, capital plans, operating costs, etc. (Some employees feel they should be compensated for all time spent on training, etc.) (Employee meetings were held on the new Health Risk Assessment tool offered to all employees and dependents. Retirement training was offered to all administrative employees and is being considered for all represented employees.)
- Jointly develop training programs that address the expressed needs of employees. (LTD provides many programs now.)
- Jointly develop opportunities to celebrate who we are. (District-wide barbecue is being planned now to recognize 2005 Employees of the Month and the Employee of the Year. General Manager's Excellence Awards were given to six bus operators in January.)

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Strategic Goal 2:

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Provide a workplace at LTD that attracts and retains committed individuals.

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- Design a recruiting process that attracts 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 LTD's core values.

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LTD DRAFT HR STRATEGIC PLAN

- Recruit a diverse work force. (Recruiting now includes efforts to find a more diverse candidate pool.)
 - Engage employees and the Joint Insurance Committee in designing a package of employee benefits that attract committed individuals. (New Health Risk Assessment benefit has been added. District-wide task force is reviewing all administrative policies.)
- Develop reasonable compensation packages. (What does reasonable mean? What compensation standards will be used?) (LTD has done market analysis consistently.)

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Strategic Goal 3:

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Provide a rewarding, safe, healthy, and welcoming workplace for all.

- Enhance and expand the work of the Joint Insurance Committee to include input into employee wellness and other such programs that support this goal. (This is evolving. The Joint Insurance Committee has selected a new health improvement benefit and continues to look at training and screening opportunities.)
- Enhance and expand the work of the Facilities Safety Committee. (The Facilities Safety Committee has drafted and approved a new set of By-Laws, and has begun intensive training on ways to improve the committee work.)
- Support the Diversity Council's work to welcome and support all individuals. (The Diversity Council has addressed concerns raised by employees on occasion, and continues to work on diversity matters.)
- Jointly develop a wellness program that involves a cross section of LTD individuals in decision making related to employee health. (The Joint Insurance Committee is looking at disease management and other targeted health improvement models for the health plan renewal.)
- Develop an incentive program to encourage individual participation in health improvement activities. (The Joint Insurance Committee approved a Health Risk Assessment program that includes financial incentives for participation.)
- Develop health-related programs such as disease management that assist individuals to remain healthy. (The Joint Insurance Committee is looking

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LTD DRAFT HR STRATEGIC PLAN

[at disease management and other targeted health improvement models for the health plan renewal.](#)

- Provide education and training on key health issue. (The Joint Insurance Committee is looking at health screenings and in-house health workshops to be offered this year for LTD employees.)

Strategic Goal 4:

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

- [Create a strategic plan for training and development. \(A training assessment has been conducted. The Leadership Council is recommending to staff a position dedicated to organization development and training. This role will be responsible for the bulk of this goal.\)](#)
- Identify core competencies for job types.
- Design internal skill development program for maintaining core competencies.
- Identify development plan for targeted positions
- Develop key training tracks for broad categories of jobs, such as:
 - Apprentice to journeyman
 - Non-supervisor to supervisor
 - Supervisor to manager
 - Operator to non-operator
 - Administrative to technical
- Develop internal core curriculum, such as:
 - Use of common software packages
 - How scheduling function works
 - Customer service skills
 - Collaboration skills and cooperative problem solving
 - Leadership skills
 - Diversity and accessibility
- Select list of approved trainings.
- Develop succession plans for vacancies of key positions.

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Strategic Goal 5:

Reward, recognize, and reinforce both 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 a recognition system that encourages high performance or improved performance on key measures. [\(Some pieces of this are in place in the Operations Department now.\)](#)

Performance Management

- Conduct annual reviews for all individuals. [\(LTD has a system for this now.\)](#)
- Refine supervisors' coaching and development skills.
- Refine annual review document to reflect a coaching style.

Create a list of preferred behaviors worthy of recognition, such as:

- 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.

- [Create annual schedule of recognition events.](#)
- Include formal recognition through events or ceremonies.
- Publicize in appropriate ways.
- Give significant recognition to improved performance and best performers.

[\(Some of the above list is currently being recognized, such as the safe driving certificate program. A summer barbecue was held to recognize Employees of the Month and Year.\)](#)

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Strategic Goal 6:

Create an atmosphere 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. (This approach is being discussed with the Board Human Resources Committee now.)
- Jointly develop ways to include more individuals in decision making processes.
- Create a 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.
- Engage employees in discussions of LTD's mission and values.
- Create "Q & A" forms for employee education and input, and provide feedback when input is received.

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Strategic Goal 7:

Provide opportunities for everyone to learn about LTD.

- Conduct training on multiple topics, such as:
 - Budget and financing
 - System scheduling
 - Strategic planning
 - Role of the Board and board governance
 - Transportation policy
 - Basic economics
 - Board of Director training on transit operations

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LTD DRAFT HR STRATEGIC PLAN

Strategic Goal 8:

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Hold individuals responsible for supporting the mission and goals of LTD, and for living LTD's values.

- Orient all new employees to the mission, goals, and values. Talk about expected behaviors.
- Monitor, evaluate, coach, and support all LTD employees in their efforts to live LTD's values.

General Comments Received From Employees as of 10-19-05:

1. This is an ambitious document. Who will monitor the District's progress? How will reports get made?
2. This plan could help us be like the family we used to be.
3. I just want to be a good bus driver. Is that still ok?