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Public notice was given to *The Register-Guard* for publication on June 12, 2006.

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

**June 14, 2006  
4 p.m.**

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

*Public testimony will not be heard at this meeting*

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**AGENDA**

- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) \_\_\_\_\_ Ban \_\_\_\_\_ Eyster \_\_\_\_\_
- IV. APPROVAL OF MINUTES (March 28, 2006; April 19, 2006)
- V. COMMUNICATIONS AUDIT REPORT
- VI. STAFF REPORTS
  - A. *Looking To The Future* HR Plan
  - B. Employee EmX Tours
  - C. Maintenance Director Recruitment Status
  - D. Assistant General Manager Recruitment Status
- VII. NEXT MEETING
- VIII. ADJOURNMENT

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING  
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

March 28, 2006

Pursuant to notice given to *The Register-Guard* for publication on March 25, 2006, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 4 p.m. on March 28, 2006, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Susan Ban  
Mike Eyster  
Gerry Gaydos, Chair  
Mark Pangborn, General Manager  
Mary Neidig, Director of Human Resources and Risk Management  
Andy Vobora, Director of Marketing and Communications  
Jo Sullivan, Clerk of the Board/Minutes Recorder

**CALL TO ORDER:** The meeting was called to order at 4:10 p.m.

MOTION **APPROVAL OF MINUTES:** Mr. Eyster moved approval of the January 24, 2006; February 14, 2006; and February 28, 2006, HR Committee meetings. Ms. Ban seconded, and the minutes  
VOTE were approved by unanimous vote.

**BOARD HR PLAN, LOOKING TO THE FUTURE:** Ms. Neidig reported on progress made in various aspects of the plan. She noted a change to Goal 8 to make it sound less punitive, in response to the Committee's last discussion. She discussed a table that showed the activities that had occurred. The table listed the goal, action taken, status of the goal, staff role, and Board role. The Committee reviewed the plan goal by goal.

Mr. Eyster thought that employees should be asked for feedback again before the plan was taken back to the Board. The Committee thought that the plan should be taken to the Board to approve any substantive changes in the plan. It was thought that some new strategies or actions could be developed as a result of the communications assessment process.

Mr. Gaydos said that the "Board will support diversity" goal did not seem strong enough for him. He thought it would be nice for more Board members to attend the IDEC training. He suggested that the Board should establish a policy, and suggested reviewing the Girl Scouts statement and others. He said that LTD should recognize it is doing a good job and be a leader in diversity training.

Ms. Ban mentioned the Sea Cadets, a group she had talked about at the last meeting. She said this was an activity group for middle school students to create an interest in being ship captains. She wondered if something similar could be done for buses, and thought that the Center for Alternative Transport could be a partner.

Mr. Gaydos thought that community activities and training could be folded in to the Board's role.

The Committee did not want to review the plan again before it went to employees for additional input.

Mr. Gaydos wondered if there should be an employee role, which could be broadened from “design and provide” to “design, provide, and participate in.”

**PROJECT UPDATES:** The Committee received an update on proposed training, employee awards ceremonies, and the status of the Maintenance director position. Mr. Vobora briefly discussed the communications audit process, as well.

**Training for Labor Management Committee:** Ms. Neidig and ATU Executive Board Officer Carol Allred were to meet with consultant Kevin Boyle that week, and had examples of training materials. He had proposed one set of training with the Labor Management Committee and would propose expanding who would attend the skill-building pieces, so that a larger group from administration and ATU employees would be building a common skill set.

Mr. Gaydos said he was still troubled by the capital versus operating agreement regarding EmX. He thought there were drivers who still did not believe in EmX. He said he thought LTD was building EmX service for the community, but also for the drivers and to provide a better way to provide service. Mr. Vobora said that the internal EmX Committee went on an EmX tour and came back excited about the project. Mr. Gaydos said that this was his point, and he expressed the need to do more of that kind of tour for employees before the soft opening of EmX.

Mr. Eyster wondered if it would be possible to cycle most of the bus operators through the EmX tour. Ms. Ban agreed that it was worth some investment to do more of that.

**General Manager Contract and Evaluation Process:** Mr. Gaydos said that the Committee was waiting for the attorneys to complete working on Mr. Pangborn’s employment contract. It would then be reviewed by the HR Committee and go to the full Board for formal approval. Mr. Gaydos asked for some information on comparable salaries to discuss at the next meeting.

**Assistant General Manager:** Mr. Gaydos noted that Linda Lynch, who had been named “interim” assistant general manager, would be retiring in September, and asked about the transition plan. He also asked if this was an essential position. Ms. Neidig replied that staff were trying to make the hiring process fit with the process to hire the director of Maintenance. She explained that staff were looking at combining the assistant general manager with the government relations role held by Ms. Lynch.

**Role of Board President:** Mr. Gaydos thought it was important for the organization think through the role of the president and officer selection. He noted that often the position rotates, and said that he would feel better if LTD had a process or policy. He suggested that the Board Communication and Process Committee could discuss this.

**NEXT MEETING:** It was agreed that a special meeting would be scheduled, possibly by conference call, if the general manager’s employment agreement was completed before the next regularly scheduled meeting.

**ADJOURNMENT:** The meeting was adjourned at 5:30 p.m.

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Recording Secretary

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING  
LANE TRANSIT DISTRICT BOARD OF DIRECTORS  
MEETING BY CONFERENCE CALL

April 19, 2006

Pursuant to notice given to *The Register-Guard* for publication on April 17, 2006, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 10:30 a.m. on April 19, 2006. The three Committee members were present via telephone conference call. Staff were present via speakerphone in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Susan Ban  
Mike Eyster  
Gerry Gaydos, Chair  
Mark Pangborn, General Manager  
Mary Neidig, Director of Human Resources and Risk Management  
Andy Vobora, Director of Marketing and Communications  
Jo Sullivan, Clerk of the Board/Minutes Recorder

**CALL TO ORDER:** The meeting was called to order at 10:30 a.m.

**DRAFT GENERAL MANAGER EMPLOYMENT AGREEMENT:** Ms. Neidig discussed the draft employment agreement, noting that revisions had been made to the agreement used in the past with former general manager Ken Hamm. The Committee members had received the draft in legislative format, which showed the recommended changes. Mr. Pangborn said that the changes were requested by LTD attorney Dennis Percell, and that Mr. Pangborn's attorney had reviewed the changes. He added that in terms of the contract language and salary and benefits, it basically would be business as usual.

Mr. Gaydos asked if the salary was the same as Mr. Hamm had received. Ms. Neidig said that it was, and called attention to a compensation survey in the agenda packet. She noted that LTD's aggressive capital agenda made LTD's general manager position much more like those in larger transit systems. Ms. Ban and Mr. Eyster stated that they were fine with the compensation as recommended.

Mr. Gaydos said that the termination/suspension clause did not say that the District would pay for attorney fees. Mr. Pangborn said that, in talking with Mr. Percell, it ultimately came down to some sort of negotiated agreement for final settlement.

Mr. Eyster asked about arbitration, discussed in Section 10. Ms. Neidig explained that the contract for Mr. Hamm originally was drafted five or six years ago, and Mr. Percell thought that the contract now should include language regarding disputes, which he said was fairly common language now. Mr. Eyster wondered if it limited the Board in any way.

Mr. Gaydos said that to him, it was a philosophical distinction. The benefit of arbitration is that it is less of a process than a trial, but it is somewhat limiting because it does not have the discovery phases and a jury trial, but in his mind that was not generally relevant to this kind

of issue. On the other hand, he said, the general manager might not want to give up the right to a jury trial. He added that it was a quicker, efficient process, and he did not see any downside for LTD.

Ms. Ban asked about mediation. Mr. Gaydos said that sometimes the parties would build that into a contract. He said that mediation could be done at any time the parties wanted to. He explained that mediation is used to try to get parties to come to agreement, and arbitration is used to make decisions.

Mr. Pangborn said that, in a sense, he would be giving up some right for a court appeal, but he could not imagine any circumstances where LTD would gain by a court trial. He said that even if he felt terribly wronged by the Board, he would not want the organization to suffer because of that. He thought that arbitration was a good way to resolve a dispute. He said it was like having a trial with just a judge who was a professional in this area and did this all the time. He thought this could get to what is right and protect the District from bad publicity. He said that it would allow final resolution, although he could not imagine ever getting to that point.

Ms. Ban asked about the 40 additional hours of Consolidated Annual Leave (CAL) removed from contract language. Mr. Pangborn explained that he and Mr. Hamm were in different circumstances. He was at maximum accrual for CAL. Mr. Hamm had negotiated an additional week at one time early in his tenure. Mr. Pangborn accrued 32 days per year and was not asking for any additional time. He noted that administrative staff could accrue up to 480 hours of CAL before they would start losing time if they could not take it off. Ms. Neidig noted that in exchange for that CAL accrual, staff did not have a separate sick leave account.

MOTION Mr. Eyster moved to accept the contract and recommend it to the full Board for approval.  
Ms. Ban seconded the motion. There was no further discussion, and the motion carried by  
VOTE unanimous vote. Ms. Neidig stated that this would be on the agenda for the April 26 special meeting.

**ADJOURNMENT:** There was no further discussion, and the meeting was adjourned.

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Recording Secretary

## BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

- DATE OF MEETING:** June 10, 2006
- ITEM TITLE:** INTERNAL COMMUNICATIONS AUDIT REPORT
- PREPARED BY:** Andy Vobora, Director of Marketing and Communications
- ACTION REQUESTED:** For information and feedback
- BACKGROUND:** As part of the District's Human Resources plan, *Moving to the Future*, LTD contracted with The Ulum Group to perform an internal communications audit. The audit was designed to elicit responses from as many employees as possible. To accomplish this goal a number of survey techniques were employed:
- Department director and key managerial interviews—These one-on-one interviews provided an opportunity for the researchers to hear from supervisors about their experiences related to information flow within the District.
  - One-on-one interviews with selected employees who were seen as communicators within employee ranks—These are people to whom other employees look for information.
  - Focus groups within major functional areas—These included two bus operator groups, one maintenance group, and one administration/ Customer Service Center group.
- Each of these face-to-face interviews was designed to assist the researchers in developing a written survey instrument that would be provided to each employee. Written surveys were distributed by department directors, and employees were given an opportunity to win prizes if they turned in a completed survey.
- The Leadership Council has met with Ulum Group representatives to review the results and recommendations. Ulum Group representatives will be present at the June 14 HR Committee meeting to discuss this report with the Committee. Following HR Committee discussion, the research and recommendations will be reviewed with the full Board at the July 10 special meeting.
- RESULTS OF RECOMMENDED ACTION:** Final plans may be updated to reflect changes desired by the Board.
- ATTACHMENT:** The full report is included for Committee members as a separate document.
- PROPOSED MOTION:** None

# **LOOKING TO THE FUTURE**

## **Draft Human Resources Strategic Plan**

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.

## **Draft LTD *Looking to the Future* Plan 2005**

### **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.
- Reward, recognize, and reinforce both improved and exceptional performance.
- Create an atmosphere 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 LTD.
- Invite all individuals to participate in supporting the mission and goals of LTD, and to live LTD’s values.

### **Strategic Goal 1:**

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

- Create frequent communications among all leaders in the ATU and at LTD.
- Include local union leadership in budget discussions.
- Build on the work of the Joint Insurance Committee to improve employee health and manage health care costs.
- 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.

**Strategic Goal 2:****Provide a workplace at LTD that attracts and retains committed individuals.**

- 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.
- Recruit a diverse work force.
- Engage employees and the Joint Insurance Committee in designing a package of employee benefits that attract committed individuals.
- Develop reasonable compensation packages.

**Strategic Goal 3:****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.
- Enhance and expand the work of the Facilities Safety Committee.
- Support the Diversity Council's work to welcome and support all individuals.
- 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 health-related programs such as disease management that assist individuals to remain healthy.
- Provide education and training on key health issue.

#### **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.
- 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.

**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.

## Performance Management

- Conduct annual reviews for all individuals.
- 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.

**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.
- 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.

### **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

### **Strategic Goal 8:**

#### **Invite all individuals to participate in supporting the mission and goals of LTD, and to live 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.