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

**October 3, 2006
4:00 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 _____ | |
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| V. | GENERAL MANAGER EVALUATION PROCESS AND TOOL | 05 |
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BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: October 3, 2006

ITEM TITLE: GENERAL MANAGER EVALUATION PROCESS

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

ACTION REQUESTED: Approval of Evaluation Tools

BACKGROUND: The Board's Human Resources Committee has been responsible for approving and administering the survey tools used in the annual evaluation of the general manager. At the Committee's September 12, 2006, meeting, Committee members asked staff to redraft the current tool so that it is shorter, more concise, and not as repetitive.

Attached for Committee approval is a list of draft questions based on Committee direction. The survey would include a cover sheet explaining how to fill out the tool. The rating scale of 1-4 with options for "Not Sure" and "Not Applicable" would remain the same.

In addition, Committee members asked for recommendations as to how feedback could be gathered from all District employees. Staff recommend the short list of questions attached. It would be sent out both by e-mail and available in paper form to all employees.

RESULTS OF RECOMMENDED ACTION: This revised tool would be easier for respondents to use, thus encouraging more participation. The employee questionnaire would give employees an opportunity to give input into a process they have not had available to them in the past.

ATTACHMENTS: Draft Evaluation Tool Titled "Assessment of the General Manager"
Draft Employee Input Tool
Copy of original "Assessment of the General Manager" Tool

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

August 29, 2006

Pursuant to notice given to *The Register-Guard* for publication on August 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 4:15 p.m. on Tuesday, August 29, 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

Absent:

CALL TO ORDER: Mr. Gaydos called the meeting to order at 4:25 p.m.

APPROVAL OF MINUTES: Mr. Eyster moved, seconded by Ms. Ban, that the minutes of the June 14, 2006, HR Committee meeting be approved as distributed. The motion carried by unanimous vote.

GENERAL MANAGER EVALUATION PROCESS AND TOOL: Ms. Neidig handed out information about the previous processes and the general manager's goals and objectives, and explained the process since 2003. She noted that if the Board continued with the 2003 model, this year the Board would conduct a process to collect internal feedback. Mr. Gaydos liked having a consistent tool for comparisons over time. He thought the evaluation tool provided by the American Public Transportation Association (APTA) could be tailored more for LTD's use—possibly shorter, but then relatively consistent to follow themes that might develop over the years. He also thought it was helpful to review the roles of the Board and the general manager.

Mr. Eyster suggested developing new objectives and goals for Mr. Pangborn in his new role as the general manager, as opposed to goals for the whole organization. Mr. Gaydos suggested that critical issues to consider would be the Baby Boom and related employment health, and budget issues, which would be guided mainly by the general manager and Human Resources. He agreed that it was important to have more narrow standards for the general manager than just looking at District objectives overall.

Ms. Ban thought that Mr. Pangborn had been very clear about what he wanted to accomplish as general manager. Mr. Pangborn said the important thing for him was the dialog to be sure that he and the Board were on the same track.

Mr. Gaydos noted that the diversity issue depended on the general manager's leadership, as well. Ms. Ban mentioned continuing the conversations with the community regarding the future of EmX corridors and funding for transit.

Mr. Pangborn said that he liked 360-degree evaluations in terms of receiving feedback, and that it was important to receive feedback from all levels of the organization. He suggested keeping track of feedback by job classification and noting trends.

Ms. Neidig offered to make changes to the evaluation form used in the past and bring it back to the Committee for further discussion.

Ms. Ban asked about timing of the review process. Ms. Neidig explained that the past schedule was to try to have action on the evaluation and any related salary and benefit recommendations at the December Board meeting, to be included in the budgeting process for the following fiscal year. The suggested process was to begin in October to allow time for the HR Committee and then the full Board to consider the feedback. Mr. Pangborn added that this year the Board's strategic planning session would be held on November 10 and 11, and the Board would be discussing specific goals, timelines, and benchmarks for the budget.

STAFF REPORTS

Maintenance Department Succession Planning: Ms. Neidig provided an update on activities in Maintenance. She said that an employee group was very interested in having an internal training program from general service worker to journeyman mechanic. The internal committee, called the Joint Maintenance Committee, was designing a model for selecting general service workers and training them in other roles in the department. She also provided an update on new software training in the department.

Assistant General Manager Succession: It was reported that Friday, September 1, would be Linda Lynch's last day at LTD before retirement, and that Stefano Viggiano had been selected as the new assistant general manager, beginning on Monday, September 4. This change left the director of Planning and Development position vacant, so that position had been advertised and would close on September 15. Mr. Viggiano would retain responsibility for that department until the next director was hired. Mr. Gaydos said that he wanted LTD to be intentional about continuing to nurture the relationships that Ms. Lynch had developed, such as with the Federal Transit Administration and local and federal staff.

Looking to the Future: Discussion with LTD's new training Specialist, Pat Rather, about his six-month work plan was postponed to a future meeting, since he was visiting TriMet in Portland. An update on the communications plan also would be scheduled for a future meeting.

Arbitration Processes: Ms. Neidig brought the committee up to date on a recent arbitration that may be reported on by the *Eugene Weekly*. The employee had been trying to engage the Board president as a result of the arbitrator's decision. Ms. Neidig asked for guidance from the Committee regarding a better way to keep the Board informed without causing the Board's involvement in internal issues and processes. Ms. Ban stated that she preferred not to be involved in internal issues and that staff should make the call at the time if Board members needed information on a particular issue. Mr. Gaydos suggested that the Board could have some kind of report without knowing the specifics of the arbitration, and/or the

Board could say that was not their role to know; that they set policy. The major concern was for the Board members to know that there was a process for how to handle occurrences when they might be approached by employees or the media. Mr. Gaydos noted that people could send the Board all kinds of information, and the issue was how the Board would respond. One way, he said, was to state that the Board had one employee, the general manager, and that any other response was not their role. Mr. Eyster suggested a possible report once a year listing the number of grievances, how many went to arbitration, etc., without being more specific about individual cases, and maybe explaining the process. Ms. Ban agreed that it would be good to have an annual summary, to take the temperature of the organization, showing trends. Mr. Gaydos said he would like such a report to be packaged so it was not just numbers, but showing trend lines.

ADJOURNMENT: There was no further discussion, and the meeting was adjourned at 5:30 p.m.

Recording Secretary

**LTD BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE
DRAFT QUESTIONS FOR GENERAL MANAGER EVALUATION
EMPLOYEE INPUT TOOL**

October 3, 2006

Lane Transit District's Board of Directors conducts an annual review of the performance of its general manager. This year the Board members and general manager are seeking input from all employees. If you wish to participate, respond to the following questions and return your responses to Jo Sullivan, clerk of the Board, no later than _____. You may seal your responses in an envelop marked confidential if you wish.

1. How effective has the general manager been in communicating LTD's vision and mission?

- Very Effective – I understand LTD's vision and mission completely.
 Somewhat Effective – I am generally aware of LTD's vision and mission.
 Not Effective – I am not aware of LTD's vision and mission.

Comments: _____

2. Are the general manager's actions consistent with LTD's vision of "To Be the Best Transit District in North America"?

- Yes
 No

Comments: _____

3. How effective is the general manager in communicating information to employees?

- Very Effective – I routinely receive information from the general manager about matters important to me.
 Somewhat Effective – Sometimes I get important information from the general manager.
 Not Effective – I don't ever get important information from the general manager.

Comments: _____

4. If you have question or concern, how comfortable are you in approaching the general manager to ask your question or express your concern?

- I am comfortable approaching the general manager with a question or concern.
 I am hesitant to approach the general manager with a question or concern.
 I am not comfortable approaching the general manager with a question or concern.

Comments: _____

5. How responsive is the general manager to questions, concerns or information you have shared with him?

Very Responsive – I shared a matter with the general manager and he responded to it.

Somewhat Responsive – I shared a matter with the general manager and I saw a response happen, but I am unclear about what happened.

Not Responsive – I shared a matter with the general manager and he did not respond in any way.

Not Applicable – I have never shared a matter with the general manager.

Comments: _____

6. How knowledgeable is the general manager about public transit and LTD?

Very Knowledgeable – The general manager understands public transit and LTD.

Somewhat Knowledgeable – The general manager has limited knowledge of public transit and LTD.

Not Knowledgeable – The general manager does not understand public transit or LTD.

Comments: _____

7. How knowledgeable is the general manager about the work you do at LTD?

Very Knowledgeable – The general manager understands the work I do at LTD.

Somewhat Knowledgeable – The general manager understands some things about the work I do at LTD.

Not Knowledgeable – The general manager does not understand the work I do at LTD.

Comments: _____

8. How effective has the general manager been in providing leadership to LTD?

Very Effective – The general manager is a real leader at LTD.

Somewhat Effective – The general manager provides some leadership, but could be more active.

Not Effective – The general manager is not viewed as the leader of LTD.

Comments: _____

9. What additional feedback would you like to provide the board regarding the general manager's performance over the past year?

**LTD BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE
DRAFT QUESTIONS FOR GENERAL MANAGER (GM) EVALUATION
EMPLOYEE INPUT TOOL**

October 3, 2006

Lane Transit District's Board of Directors conducts an annual review of the performance of the LTD general manager. This year the Board members and the current general manager, Mark Pangborn, are seeking input from all employees in Mark's evaluation. If you wish to participate, please respond to the following questions and return your responses to Jo Sullivan, clerk of the Board, no later than _____. You may keep your response confidential by placing it in a sealed envelope marked "confidential" before submitting it to Jo Sullivan.

1. An important role for the GM is to communicate information to all employees about LTD priorities, plans and major activities. How effective is Mark Pangborn in this type of communication to you as an employee?

What does he do well in this regard?

What could he do better?

2. If you have questions or concerns about LTD, how comfortable are you in approaching Mark Pangborn to ask your question or express your concern?

Comments: _____

What could Mark do to be more approachable?

5. How responsive is Mark Pangborn to questions, concerns or information you have shared with him?

Comments: _____

6. It is important that the general manager is knowledgeable about public transit and LTD operations. In your opinion, how knowledgeable is Mark Pangborn about public transit and LTD?

Comments: _____

7. How knowledgeable is the general manager about the work you do at LTD?

Comments: _____

8. One employee might define effective leadership a little differently than the next, but everyone knows good leadership when they see it. In your opinion, how effective has Mark Pangborn been in the last 10 months as the General Manager providing leadership to LTD?

Comments: _____

What does Mark Pangborn do well as General Manager?

What could Mark Pangborn improve on to be a better General Manager?

9. What additional feedback would you like to provide the board regarding the general manager's performance over the past year?

LTD BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE
DRAFT QUESTIONS FOR GENERAL MANAGER (GM) EVALUATION
EMPLOYEE INPUT TOOL

October 3, 2006

Lane Transit District's Board of Directors conducts an annual review of the performance of the LTD general manager. This year the Board members and the current general manager, Mark Pangborn, are seeking input from all employees in Mark's evaluation. If you wish to participate, please respond to the following questions and return your responses to Jo Sullivan, clerk of the Board, no later than _____. You may keep your response confidential by placing it in a sealed envelope marked "confidential" before submitting it to Jo Sullivan.

1. An important role for the general manager is to communicate information to all employees about LTD priorities, plans and major activities. How effective is Mark Pangborn in this type of communication to you as an employee?

What does he do well in this regard?

What could he do better?

2. If you have questions or concerns about LTD, how comfortable are you in approaching Mark Pangborn to ask your question or express your concern?

What could Mark do to be more approachable?

3. How responsive is Mark Pangborn to questions, concerns or information you have shared with him?

4. It is important that the general manager is knowledgeable about public transit and LTD operations. In your opinion, how knowledgeable is Mark Pangborn about public transit and LTD?

5. How knowledgeable is Mark Pangborn about the work you do at LTD?

6. One employee might define effective leadership a little differently than the next, but everyone knows good leadership when they see it. In your opinion, how effective has Mark Pangborn been in the last 10 months as the general manager providing leadership to LTD?

What does Mark Pangborn do well as general manager?

What could Mark Pangborn improve on to be a better general manager?

9. What additional feedback would you like to provide the board regarding the general manager's performance over the past year?

ASSESSMENT OF THE GENERAL MANAGER

August 26, 2008

M:\WPDATA\BOARD\Bd Committees\HR Committee\GM Evaluation\GM Eval Form - Bd Sept 2004.doc

How To Complete the Questionnaire

This questionnaire is designed to help you, your board colleagues, and the general manager assess the general manager's performance. It should take you 30 to 60 minutes to complete. *To encourage candor, the questionnaire does not ask for your name.* Your confidential responses, along with the responses of your colleagues, will be summarized and shared with the general manager at a meeting with a small committee of the board. Because the responses of the general manager will be evaluated separately from those of the entire board, those results will not remain anonymous.

Each section begins with a brief description of an important area of responsibility. Please read it and then answer the questions that follow. The questions measure your level of satisfaction with how well the general manager is carrying out various aspects of each responsibility. Check off the number representing the degree to which you are satisfied or not satisfied with the general manager's performance in each responsibility mentioned. The answer you mark can range on a scale of 1 to 4, with 1 representing "Very Dissatisfied" and 4 representing "Very Satisfied."

1. Very Dissatisfied
2. Dissatisfied
3. Satisfied
4. Very Satisfied

You also have the option of answering "Not Sure" if you are not certain about a specific answer. If you think a particular question does not apply to your organization, please mark "Not App." (Not Applicable).

At the end of each section and at the conclusion of the assessment are a number of open-ended questions. Please take the time to answer these questions, since your responses will be especially helpful when the board and general manager look for ways to strengthen the managers performance and that of the transit system as a whole. After the board and the general manager have completed the assessments, a meeting will be scheduled to review the results of this assessment. During this meeting, the assessment results will be used to identify areas for personal growth and draft action plans for the general manager's professional development. This meeting will also be a good opportunity to discuss ways in which the board can better support or complement the general manager's work and to discuss mutual hopes for the future of the transit system.

Sample Question

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|--|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 2-1 | has worked with the board to develop a clear vision for the transit system and understands his or her own leadership role? | | | | | | |

Section I. Annual Goals

Directions

A numbered list of the general manager's annual goals is attached to the questionnaire. Please use this list in completing this section of the assessment instrument.

If your organization has not set specific performance goals for the general manager in the past, skip directly to Section II. Consider using this assessment process as an opportunity for setting performance goals for the upcoming year.

The attached list of organizational goals was identified for the general manager by the board. Please rate your level of satisfaction with the general manager's progress in pursuing or achieving each goal area.

If you are not satisfied that the general manager has made sufficient progress in any specific goal area, please explain your response below.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|--|---------------|---|-----------|---|----------|----------|
| How satisfied are you with the general manager's | | 1 | 2 | 3 | 4 | NS | NA |
| 1-1 | progress in pursuing or achieving GOAL 1? | | | | | | |
| 1-2 | progress in pursuing or achieving GOAL 2? | | | | | | |
| 1-3 | progress in pursuing or achieving GOAL 3? | | | | | | |
| 1-4 | progress in pursuing or achieving GOAL 4? | | | | | | |
| 1-5 | progress in pursuing or achieving GOAL 5? | | | | | | |
| 1-6 | progress in pursuing or achieving GOAL 6? | | | | | | |
| 1-7 | progress in pursuing or achieving GOAL 7? | | | | | | |
| 1-8 | progress in pursuing or achieving GOAL 8? | | | | | | |
| 1-9 | progress in pursuing or achieving GOAL 9? | | | | | | |
| 1-10 | progress in pursuing or achieving GOAL 10? | | | | | | |

Comments on specific goal areas:

Section II. Vision, Mission, and Strategies

The general manager's role has both strategic and operational components. Working with the board, the general manager must develop a shared vision for the future of the transit system, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 2-1 | has worked with the board to develop a clear vision for the transit system and understands his or her own leadership role? | | | | | | |
| 2-2 | has worked with the board to translate the transit system's mission into realistic goals and objectives? | | | | | | |
| 2-3 | has worked with the board and staff to create an effective process for long-range or strategic planning for the transit system? | | | | | | |
| 2-4 | has a sense of what must change and what must remain the same in order to accomplish the transit system's mission and realize its vision? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section III. Accomplishment of Management Objectives

Working with the board, the general manager establishes operational objectives that support the strategic plan. The general manager is responsible for leading the staff in the implementation of the strategic plan and any annual plans.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 3-1 | selects and cultivates qualified senior staff, models effective behaviors and skills, and builds morale among staff? | | | | | | |
| 3-2 | ensures that there are appropriate systems in place to facilitate the day-to-day operations of the transit system in the areas of | | | | | | |
| | a. development and delivery of programs? | | | | | | |
| | b. education and outreach? | | | | | | |
| | c. policy development? | | | | | | |
| | d. administration and operations? | | | | | | |
| | e. resource development? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section IV. Program Management

A transit system carries out its mission by offering specific services. The general manager leads the staff in managing and administering these programs and services. This requires a thorough knowledge of the transit system's mission area as well as an understanding of technical, operational, and ethical issues.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 4-1 | demonstrates substantive knowledge regarding the transit system's services? | | | | | | |
| 4-2 | works with the board to develop appropriate policies to ensure the efficiency and effectiveness of services? | | | | | | |
| 4-3 | sets high standards of quality for the transit system's services? | | | | | | |
| 4-4 | recommends new services and the modification or discontinuance of current services, as appropriate, to the board? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section V. Effectiveness in Resource Development

The general manager, in partnership with the board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The general manager and board use their combined strengths, knowledge, and relationships to help the transit system achieve its objectives.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|--|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 5-1 | has a clear understanding of the current and future financial resources needed to realize the transit system's mission? | | | | | | |
| 5-2 | is innovative in the creation of partnerships with local government or other institutions that contribute to the transit system's resources? | | | | | | |
| 5-3 | guides revenue-generating activities in order to provide adequate income to the transit system? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VI. Fiscal Management

Ensuring that income is managed wisely is especially important for a public transit system. It is the role of the general manager to see that solid planning and budgeting systems are in place and that the transit system's goals and strategic plan serve as the basis for sound financial planning. In addition, it is the general manager's responsibility to ensure that qualified staff is hired to accurately monitor, assess, and manage the financial health of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|--|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 6-1 | is knowledgeable regarding financial planning, budgeting and management of the transit system's finances, and understands the place of each in the system's overall financial picture? | | | | | | |
| 6-2 | has established a system linking strategic and operational planning with the transit system's budgeting process? | | | | | | |
| 6-3 | presents financial reports to the board on a regular basis and submits an annual budget for board review, revision, and approval? | | | | | | |
| 6-4 | ensures that a clear and accurate accounting system is maintained, allowing the board to monitor the transit system's finances and operations in relation to the approved budget and to make informed financial decisions? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VII. Operations Management

The general manager is responsible for day-to-day management. The general manager works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 7-1 | is knowledgeable regarding the operations of an effective office environment? | | | | | | |
| 7-2 | has ensured that the transit system has in place | | | | | | |
| | a. sound risk-management policies, including adequate insurance coverage? | | | | | | |
| | b. appropriate personnel policies and systems for staffing? | | | | | | |
| | c. plans for the appropriate use of technology and technological systems? | | | | | | |
| 7-3 | ensures compliance with all legal and regulatory requirements? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VIII. The General Manager/Board Partnership

The general manager and the board must work together as partners. Each arm of leadership draws upon its own unique strengths and abilities. The general manager and the board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The board is responsible for creating a written job description for the general manager that is clear and agreed to by all parties.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 8-1 | is clear about the differences between his or her role and that of the board? | | | | | | |
| 8-2 | is an effective partner with the board in leading the transit system? | | | | | | |
| 8-3 | has been delegated the authority necessary to manage the transit system effectively? | | | | | | |
| 8-4 | raises issues and questions and provides adequate information to inform board discussions? | | | | | | |
| 8-5 | receives an annual review in a timely and thoughtful way that articulates specific strengths and areas for improvement? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section IX. The Board/Staff Relationship

Because many transit system issues require a partnership of board and staff to be addressed effectively, it is important that the board, general manager, and staff members assigned to assist the board in carrying out its work have a good and strong working relationship.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 9-1 | has established appropriate systems for dialogue and communication between the board and staff to ensure that the board maintains a good knowledge of the transit system? | | | | | | |
| 9-2 | and other appropriate staff members have built effective working relationships with the members of the board who are responsible for specific aspects of transit system governance? | | | | | | |
| 9-3 | has a collegial working relationship with the staff and the board? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section X. External Liaison and Public Image

The general manager and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 10-1 | maintains a positive professional reputation in the local community and is a good ambassador? | | | | | | |
| 10-2 | cultivates effective relationships with | | | | | | |
| | a. community and business leaders? | | | | | | |
| | b. constituents? | | | | | | |
| | c. public officials? | | | | | | |
| | d. relevant professional organizations? | | | | | | |
| | e. potential funders? | | | | | | |
| 10-3 | is an articulate and knowledgeable spokesperson for the organization? | | | | | | |
| 10-4 | is knowledgeable about the public policy dimension of the organization's work, and provides strong advocacy for the organization's interests? | | | | | | |
| 10-5 | is well regarded by his or her professional peers in the public transportation field? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Open-Ended Questions

1. What are the three major strengths of the general manager?
2. What are some limitations in the general manager's performance?
3. What have been the most significant achievements of the general manager over the past year?
4. What external factors have influenced the general manager's performance?
5. In the past year, what difficult issues have faced the transit system, and how did the general manager bring them to resolution?

ASSESSMENT OF THE GENERAL MANAGER

October 2006

Deleted: Septem

Deleted: 4

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How To Complete the Questionnaire

This questionnaire is designed to help the LTD Board of Directors, your colleagues, and the general manager assess the general manager's performance. It should take you 30 to 60 minutes to complete. *To encourage candor, the questionnaire does not ask for your name.* Your confidential responses, along with the responses of your colleagues, will be summarized and shared with the general manager at a meeting with a small committee of the board. Each section begins with a brief description of an important area of responsibility. Please read it and then answer the questions that follow. The questions measure your level of satisfaction with how well the general manager is carrying out various aspects of each responsibility. Check off the number representing the degree to which you are satisfied or not satisfied with the general manager's performance in each responsibility mentioned. The answer you mark can range on a scale of 1 to 4, with 1 representing "Very Dissatisfied" and 4 representing "Very Satisfied."

1. Very Dissatisfied
2. Dissatisfied
3. Satisfied
4. Very Satisfied

You also have the option of answering "Not Sure" if you are not certain about a specific answer. If you think a particular question does not apply to LTD, please mark "Not App." (Not Applicable).

At the end of each section and at the conclusion of the assessment are a number of open-ended questions. Please take the time to answer these questions, since your responses will be especially helpful when the board and general manager look for ways to strengthen the manager's performance and that of the transit system as a whole. After the board and the general manager have completed the assessments, a meeting will be scheduled to review the results of this assessment. During this meeting, the assessment results will be used to identify areas for personal growth and draft action plans for the general manager's professional development. This meeting will also be a good opportunity to discuss ways in which the board can better support or complement the general manager's work and to discuss mutual hopes for the future of the transit system.

Sample Question

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|--|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 2-1 | has worked with the board to develop a clear vision for the transit system and understands his or her own leadership role? | | | | | | |

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Section I. Vision, Mission, and Strategies

The general manager's role has both strategic and operational components. Working with the board, the general manager must develop a shared vision for the future of the transit system, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

| | | Not Satisfied | | Satisfied | | Not Sure | No App |
|--|---|---------------|---|-----------|---|----------|--------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 1-1 | has worked with the board to develop a clear vision for LTD and understands his or her own leadership role? | | | | | | |
| 1-2 | has worked with the board to translate LTD's mission into realistic goals and objectives? | | | | | | |
| 1-3 | has worked with the board and staff to create an effective process for long-range or strategic planning at LTD? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Deleted: Section I. Annual Goals¶

Directions¶

A numbered list of the general manager's annual goals is attached to the questionnaire. Please use this list in completing this section of the assessment instrument. ¶
If your organization has not set specific performance goals for the general manager in the past, skip directly to Section II.

Consider using this assessment process as an opportunity for setting performance goals for the upcoming year.¶

The attached list of organizational goals was identified for the general manager by the board. Please rate your level of satisfaction with the general manager's progress in pursuing or achieving each goal area.¶

If you are not satisfied that the general manager has made sufficient progress in any specific goal area, please explain your response below.¶

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Section V. Effectiveness in Resource Development

The general manager, in partnership with the board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The general manager and board use their combined strengths, knowledge, and relationships to help the transit system achieve its objectives.

Deleted: Section III. Accomplishment of Management Objectives¶
Working with the board, the general manager establishes operational objectives that support the strategic plan. The general manager is responsible for leading the staff in the implementation of the strategic plan and any annual plans.¶

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|---|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 5-1 | has a clear understanding of the current and future financial resources needed to realize LTD's mission? | | | | | | |
| 5-2 | is innovative in the creation of partnerships with local government or other institutions that contribute to LTD's resources? | | | | | | |

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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VI. Fiscal Management

Ensuring that income is managed wisely is especially important for a public transit system. It is the role of the general manager to see that solid planning and budgeting systems are in place and that the transit system's goals and strategic plan serve as the basis for sound financial planning. In addition, it is the general manager's responsibility to ensure that qualified staff is hired to accurately monitor, assess, and manage the financial health of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|---|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 6-1 | is knowledgeable regarding financial planning, budgeting and management of LTD's finances, and understands the place of each in the system's overall financial picture? | | | | | | |
| 6-2 | has established a system linking strategic and operational planning with LTD's budgeting process? | | | | | | |

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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VII. Operations Management

The general manager is responsible for day-to-day management. The general manager works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|--|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 7-1 | holds District staff accountable for effective management of LTD's resources as measured against the mission and strategic plan? | | | | | | |
| 7-2 | acts as a role model and mentor for the professional development of LTD's leaders? | | | | | | |
| 7-3 | ensures District compliance with all legal and regulatory requirements? | | | | | | |

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a. sound risk-management policies, including adequate insurance coverage?

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b. appropriate personnel policies and systems for staffing?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section II. The General Manager/Board Partnership

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The general manager and the board must work together as partners. Each arm of leadership draws upon its own unique strengths and abilities. The general manager and the board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The board is responsible for creating a written job description for the general manager that is clear and agreed to by all parties.

| | | Not Satisfied | | | | Satisfied | | Not Sure | No App. |
|--|--|---------------|---|---|---|-----------|----|---|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA | Formatted Table | |
| 2-1 | is clear about the differences between his or her role and that of the board? | | | | | | | Deleted: 8 | |
| 2-2 | is an effective partner with the board in leading LTD? | | | | | | | Deleted: 8 | |
| 2-3 | raises issues and questions and provides adequate information to inform board discussions? | | | | | | | Deleted: the transit system | |
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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section III. The Board/Staff Relationship

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Because many transit system issues require a partnership of board and staff to be addressed effectively, it is important that the board, general manager, and staff members assigned to assist the board in carrying out its work have a good and strong working relationship.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 3-1 | has established appropriate systems for dialogue and communication between the board and staff to ensure that the board maintains a good knowledge of LTD? | | | | | | |
| 3-2 | and appropriate staff members have built effective working relationships with the members of the board who are responsible for specific aspects of transit system governance? | | | | | | |
| 3-3 | has a collegial working relationship with the staff and the board? | | | | | | |

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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section IV. External Liaison and Public Image

The general manager and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|---|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 4-1 | maintains a positive professional reputation in the local community and is an articulate and knowledgeable spokesperson and ambassador for LTD? | | | | | | |
| 4-2 | cultivates effective relationships with | | | | | | |
| | a. community and business leaders? | | | | | | |
| | b. bus riders? | | | | | | |
| | c. public officials? | | | | | | |
| | d. relevant professional organizations? | | | | | | |
| | e. members of the press? | | | | | | |
| 4-3 | is knowledgeable about the public policy dimension of LTD's work? | | | | | | |
| 4-4 | is well regarded by his or her professional peers in the public transportation field? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

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Deleted: is knowledgeable about the public policy dimension of the organization's work, and provides strong advocacy for the organization's interests?

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Open-Ended Questions

1. What are the three major strengths of the general manager?
2. What are some limitations in the general manager's performance?
3. What have been the most significant achievements of the general manager over the past year?
4. What external factors have influenced the general manager's performance?
5. In the past year, what difficult issues have faced the transit system, and how did the general manger bring them to resolution?

6. Have any legal or ethical issues arisen with regard to the operations of the transit system? How were these brought to successful resolution?

7. What are areas in which the board could provide better support to the general manger?

8. What should be the organizational goals for the general manager for the coming year?

9. What should be the personal development goals for the general manager for the coming year?

10. Additional comments:

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ASSESSMENT OF THE GENERAL MANAGER

October 2006

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How To Complete the Questionnaire

This questionnaire is designed to help the LTD Board of Directors, your colleagues, and the general manager assess the general manager's performance. It should take you 30 to 60 minutes to complete. *To encourage candor, the questionnaire does not ask for your name.* Your confidential responses, along with the responses of your colleagues, will be summarized and shared with the general manager at a meeting with a small committee of the Board. Each section begins with a brief description of an important area of responsibility. Please read it and then answer the questions that follow. The questions measure your level of satisfaction with how well the general manager is carrying out various aspects of each responsibility. Check off the number representing the degree to which you are satisfied or not satisfied with the general manager's performance in each responsibility mentioned. The answer you mark can range on a scale of 1 to 4, with 1 representing "Very Dissatisfied" and 4 representing "Very Satisfied."

1. Very Dissatisfied
2. Dissatisfied
3. Satisfied
4. Very Satisfied

You also have the option of answering "Not Sure" if you are not certain about a specific answer. If you think a particular question does not apply to LTD, please mark "Not App." (Not Applicable).

At the end of each section and at the conclusion of the assessment are a number of open-ended questions. Please take the time to answer these questions, since your responses will be especially helpful when the Board and general manager look for ways to strengthen the manager's performance and that of the transit system as a whole. After the Board and the general manager have completed the assessments, a meeting will be scheduled to review the results of this assessment. During this meeting, the assessment results will be used to identify areas for personal growth and draft action plans for the general manager's professional development. This meeting will also be a good opportunity to discuss ways in which the Board can better support or complement the general manager's work and to discuss mutual hopes for the future of the transit system.

Sample Question

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 2-1 | has worked with the <u>Board</u> to develop a clear vision for the transit system and understands his or her own leadership role? | | | | | | |

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Section I. Vision, Mission, and Strategies

The general manager's role has both strategic and operational components. Working with the **Board**, the general manager must develop a shared vision for the future of the transit system, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

| | | Not Satisfied | | Satisfied | | Not Sure | No Answer |
|--|--|---------------|---|-----------|---|----------|-----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 1-1 | has worked with the Board to develop a clear vision for LTD and understands his or her own leadership role? | | | | | | |
| 1-2 | has worked with the Board to translate LTD's mission into realistic goals and objectives? | | | | | | |
| 1-3 | has worked with the Board and staff to create an effective process for long-range or strategic planning at LTD ? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Deleted: Section I. Annual Goals¶
Directions¶

A numbered list of the general manager's annual goals is attached to the questionnaire. Please use this list in completing this section of the assessment instrument. ¶
If your organization has not set specific performance goals for the general manager in the past, skip directly to Section II. Consider using this assessment process as an opportunity for setting performance goals for the upcoming year.¶
The attached list of organizational goals was identified for the general manager by the board. Please rate your level of satisfaction with the general manager's progress in pursuing or achieving each goal area.¶
If you are not satisfied that the general manager has made sufficient progress in any specific goal area, please explain your response below.¶

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Section V. Effectiveness in Resource Development

The general manager, in partnership with the board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The general manager and board use their combined strengths, knowledge, and relationships to help the transit system achieve its objectives.

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Working with the board, the general manager establishes operational objectives that support the strategic plan. The general manager is responsible for leading the staff in the implementation of the strategic plan and any annual plans.¶

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|---|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 5-1 | has a clear understanding of the current and future financial resources needed to realize LTD's mission? | | | | | | |
| 5-2 | is innovative in the creation of partnerships with local government or other institutions that contribute to LTD's resources? | | | | | | |

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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VI. Fiscal Management

Ensuring that income is managed wisely is especially important for a public transit system. It is the role of the general manager to see that solid planning and budgeting systems are in place and that the transit system's goals and strategic plan serve as the basis for sound financial planning. In addition, it is the general manager's responsibility to ensure that qualified staff is hired to accurately monitor, assess, and manage the financial health of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|---|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 6-1 | is knowledgeable regarding financial planning, budgeting and management of LTD's finances, and understands the place of each in the system's overall financial picture? | | | | | | |
| 6-2 | has established a system linking strategic and operational planning with LTD's budgeting process? | | | | | | |

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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VII. Operations Management

The general manager is responsible for day-to-day management. The general manager works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|---|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 7-1 | <u>holds District staff accountable for effective management of LTD's resources as measured against the mission and strategic plan?</u> | | | | | | |
| 7-2 | <u>acts as a role model and mentor for the professional development of LTD's leaders?</u> | | | | | | |
| 7-3 | ensures <u>District</u> compliance with all legal and regulatory requirements? | | | | | | |

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a. sound risk-management policies, including adequate insurance coverage?

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b. appropriate personnel policies and systems for staffing?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section II. The General Manager/Board Partnership

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The general manager and the board must work together as partners. Each arm of leadership draws upon its own unique strengths and abilities. The general manager and the board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The board is responsible for creating a written job description for the general manager that is clear and agreed to by all parties.

| | | Not Satisfied | | | | Satisfied | | Not Sure | No App. |
|--|--|---------------|---|---|---|-----------|----|---|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA | Formatted Table | |
| 2-1 | is clear about the differences between his or her role and that of the board? | | | | | | | Deleted: 8 | |
| 2-2 | is an effective partner with the board in leading LTD? | | | | | | | Deleted: 8 | |
| 2-3 | raises issues and questions and provides adequate information to inform board discussions? | | | | | | | Deleted: the transit system | |
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| | | | | | | | | Deleted: has been delegated the authority necessary to manage the transit system effectively? | |
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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section III. The Board/Staff Relationship

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Because many transit system issues require a partnership of board and staff to be addressed effectively, it is important that the board, general manager, and staff members assigned to assist the board in carrying out its work have a good and strong working relationship.

| | | Not Satisfied | | Satisfied | | Not Sure | Not App. |
|--|---|---------------|---|-----------|---|----------|----------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 3-1 | has established appropriate systems for dialogue and communication between the board and staff to ensure that the board maintains a good knowledge of LTD? | | | | | | |
| 3-2 | and appropriate staff members have built effective working relationships with the members of the board who are responsible for specific aspects of transit system governance? | | | | | | |
| 3-3 | has a collegial working relationship with the staff and the board? | | | | | | |

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What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section IV. External Liaison and Public Image

The general manager and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the transit system.

| | | Not Satisfied | | Satisfied | | Not Sure | No App. |
|--|---|---------------|---|-----------|---|----------|---------|
| How satisfied are you that the general manager | | 1 | 2 | 3 | 4 | NS | NA |
| 4-1 | maintains a positive professional reputation in the local community and is an articulate and knowledgeable spokesperson and ambassador for LTD? | | | | | | |
| 4-2 | cultivates effective relationships with | | | | | | |
| | a. community and business leaders? | | | | | | |
| | b. bus riders? | | | | | | |
| | c. public officials? | | | | | | |
| | d. relevant professional organizations? | | | | | | |
| | e. members of the press? | | | | | | |
| 4-3 | is knowledgeable about the public policy dimension of LTD's work? | | | | | | |
| 4-4 | is well regarded by his or her professional peers in the public transportation field? | | | | | | |

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

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Deleted: is knowledgeable about the public policy dimension of the organization's work, and provides strong advocacy for the organization's interests?

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Open-Ended Questions

1. What are the three major strengths of the general manager?
2. What are some limitations in the general manager's performance?
3. What have been the most significant achievements of the general manager over the past year?
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6. Have any legal or ethical issues arisen with regard to the operations of the transit system? How were these brought to successful resolution?

7. What are areas in which the board could provide better support to the general manger?

8. What should be the organizational goals for the general manager for the coming year?

9. What should be the personal development goals for the general manager for the coming year?

10. Additional comments:

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LTD BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE
DRAFT QUESTIONS FOR BOARD OF DIRECTORS
GENERAL MANAGER EVALUATION TOOL, “ASSESSMENT OF THE
GENERAL MANAGER”

October 3, 2006

Section I. Vision, Mission and Strategies

How satisfied are you that the general manager

- 1-1 has worked with the Board to develop a clear vision for LTD and understands his or her own leadership role?
- 1-2 has worked with the Board to translate LTD’s mission into realistic goals and objectives?
- 1-3 has worked with the Board and staff to create an effective process for long-range or strategic planning for LTD?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section II. The General Manager/Board Partnership

How satisfied are you that the general manager

- 2-1 is clear about the differences between his or her role and that of the Board?
- 2-2 is an effective partner with the Board in leading LTD?
- 2-3 raises issues and questions and provides adequate information to inform Board discussions?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section III. The Board/Staff Relationship

How satisfied are you that the general manager

- 3-1 has established appropriate systems for dialogue and communication between the Board and staff to ensure that the Board maintains a good knowledge of LTD?
- 3-2 and appropriate staff members have built effective working relationships with members of the Board who are responsible for specific aspects of transit system governance?
- 3-3 has a collegial working relationship with the staff and the Board?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section IV. External Liaison and Public Image

How satisfied are you that the general manager

- 4-1 maintains a positive, professional reputation in the local community and is an articulate and knowledgeable spokesperson and ambassador for LTD?
- 4-2 cultivates effective relationships with
 - a. community and business leaders?
 - b. bus riders?
 - c. public officials?
 - d. relevant professional organizations?
 - e. members of the press?
- 4-3 is knowledgeable about the public policy dimension of LTD's work?
- 4-4 is well-regarded by his or her professional peers in the public transportation field?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section V. Effectiveness in Resource Development

How satisfied are you that the general manager

- 5-1 has a clear understanding of the current and future financial resources needed to realize LTD's mission?
- 5-2 is innovative in the creation of partnerships with local government or other institutions that contribute to LTD's resources?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VI. Fiscal Management

How satisfied are you that the general manager

6-1 is knowledgeable regarding financial planning, budgeting and management of LTD's finances, and understands the place of each in the system's overall financial picture?

6-2 has established a system linking strategic and operational planning with LTD's budgeting process?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VII. Operations Management

How satisfied are you that the general manager

7-1 holds District staff accountable for effective management of LTD's resources as measured against the mission and strategic plan?

7-2 acts as a role model and mentor for the professional development of LTD's leaders?

7-3 ensures District compliance with all legal and regulatory requirements?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

LTD BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE
DRAFT QUESTIONS FOR BOARD OF DIRECTORS
GENERAL MANAGER EVALUATION TOOL, “ASSESSMENT OF THE
GENERAL MANAGER”

October 3, 2006

Section I. Vision, Mission and Strategies

How satisfied are you that the general manager

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- 1-2 has worked with the Board to translate LTD’s mission into realistic goals and objectives?
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How can the general manager do better in this area?

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How can the general manager do better in this area?

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- 3-2 and appropriate staff members have built effective working relationships with members of the Board who are responsible for specific aspects of transit system governance?
- 3-3 has a collegial working relationship with the staff and the Board?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

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How satisfied are you that the general manager

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- 4-3 is knowledgeable about the public policy dimension of LTD's work?
- 4-4 is well-regarded by his or her professional peers in the public transportation field?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section V. Effectiveness in Resource Development

How satisfied are you that the general manager

- 5-1 has a clear understanding of the current and future financial resources needed to realize LTD's mission?
- 5-2 is innovative in the creation of partnerships with local government or other institutions that contribute to LTD's resources?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VI. Fiscal Management

How satisfied are you that the general manager

6-1 is knowledgeable regarding financial planning, budgeting and management of LTD's finances, and understands the place of each in the system's overall financial picture?

6-2 has established a system linking strategic and operational planning with LTD's budgeting process?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VII. Operations Management

How satisfied are you that the general manager

7-1 holds District staff accountable for effective management of LTD's resources as measured against the mission and strategic plan?

7-2 acts as a role model and mentor for the professional development of LTD's leaders?

7-3 ensures District compliance with all legal and regulatory requirements?

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?