

Public notice was given to *The Register-Guard* for publication on November 10, 2006.

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

**November 14, 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

Page No.

- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) _____ Ban _____ Eyster _____
- IV. APPROVAL OF MINUTES (October 3, 2006)
- V. EXECUTIVE SESSION PURSUANT TO ORS 192.660(2)(i), to review the work-related performance of the General Manager
- VI. PLAN FOR INFORMING BOARD OF DIRECTORS ABOUT LABOR NEGOTIATIONS PROCESS AND TIMELINE
- VII. NEXT MEETING
 - A. Training Specialist Work Plan
 - B. General Manager Compensation and Contract
- VIII. ADJOURNMENT

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

October 3, 2006

Pursuant to notice given to *The Register-Guard* for publication on October 1, 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 Tuesday, October 3, 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 Adams, Director of Human Resources and Risk Management
Andy Vobora, Director of Service Planning, Accessibility, & Marketing
Jo Sullivan, Clerk of the Board/Minutes Recorder

Absent:

CALL TO ORDER: Mr. Gaydos called the meeting to order at 4:10 p.m.

APPROVAL OF MINUTES: Mr. Eyster moved, seconded by Ms. Ban, that the minutes of the August 29, 2006, HR Committee meeting be approved as distributed. The motion carried by unanimous vote.

GENERAL MANAGER EVALUATION PROCESS AND TOOL: Ms. Adams reviewed changes to the American Public Transportation Association general manager assessment tool, as directed by the Committee in September. The Committee approved the questionnaire for distribution to the Board and LTD Leadership Council. The Committee also reviewed a list of suggested questions to be used in surveying all employees about the general manager's performance. Mr. Gaydos suggested instructions that included a statement that employees should feel free not to respond to any questions they were uncomfortable with or had no information on. The Committee suggested some questions and wording changes, and approved the questionnaire.

Mr. Pangborn suggested a possible special issue of the internal newsletter, *Inside Lane*, outlining the top three themes from the completed surveys.

Mr. Gaydos suggested the possibility of a similar form to evaluate the Board.

Ms. Adams reviewed the timeline the Committee had mapped out for the evaluation process. The evaluations would be completed during October, and the HR Committee would hold an executive session to discuss the results in November. The Committee would then discuss the evaluations at the December Board meeting, and possibly would make a pay recommendation at that time.

STAFF REPORTS

Communications Plan: Mr. Vobora discussed the next steps for implementation of the Communications Audit results. Mr. Gaydos suggested that the Board should ratify the philosophy at some point, and wondered if anyone besides the managers and supervisors needed communications training. He stated that in an organization, all employees should be participating in communicating the messages, and this should be the expectation for all employees, including the bus operators. Mr. Pangborn thought this depended on a combination of communications training and the department directors getting out in the workplace to communicate with employees.

Ms. Ban thought that it was much more powerful to have the LTD brand on the communications plan rather than training from an outside organization.

Mr. Vobora reviewed the District's current communication tools. Mr. Gaydos suggested some newspaper human-interest stories every so often about certain jobs at LTD, such as the difficult job operators do, or a day in the life of a driver. Mr. Vobora said that the District could consider paid ads, as well.

Mr. Vobora explained that the Leadership Council had a discussion with Dave Funk of Funk/Levis & Associates about how to develop an organizational culture and bring all the pieces together (strategic plan; *Looking to the Future* plan, *Brand Plan*, etc.). Ms. Ban said that Selco Credit Union did a good job of this; the employees had different roles, but there was a "Selco way," as well.

Looking to the Future Plan: Ms. Adams provided an update on the components of *Looking to the Future*, highlighting a number of the events happening at LTD that were a result of this plan. She briefly reviewed each goal and the current related activities. A discussion about Goal 4, becoming a learning organization, was postponed to a future meeting, since LTD's new training manager was visiting TriMet that day.

NEXT MEETING: The next meeting was scheduled for Tuesday, November 14, at 4 p.m.

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

Recording Secretary

BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: November 14, 2006

ITEM TITLE: EXECUTIVE (NON-PUBLIC) SESSION PURSUANT TO
ORS 192.660(2)(i)

PREPARED BY: Jo Sullivan, Clerk of the Board

ACTION REQUESTED: That the Board meet in Executive Session pursuant to ORS 192.660(2)(i),
to review and evaluate the employment-related performance of the general
manager

ATTACHMENT: None

PROPOSED MOTION: I move that the Board meet in Executive Session pursuant to
ORS 192.660(2)(i), to review and evaluate the employment-related
performance of the general manager.

ASSESSMENT OF THE GENERAL MANAGER

Date

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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?

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 HR Committee
November 14, 2006**

**2007 Labor Contract Negotiations
Proposal for Board Education/Communication Process**

November 14:

Board HR committee reviews proposal and gives staff direction on how to proceed.

Special Executive Session in January:

Conduct a specially scheduled Executive Session of the full Board in January. Include the following topics:

1. Local and national trends on wages, health care, etc.
2. Actual versus estimated costs of current labor contract
3. Items handled since last negotiations, such as EmX language
4. What we know about the new ATU leadership
5. Items we anticipate ATU will raise this time
6. Impact of rolling over the current contract
7. Approval of bargaining team members

This should be done after the new Board members have had their regular orientation, so they have some context about costs, etc. It should also be done no later than February 1.

January/February Board Meeting:

Formally appoint the bargaining team members.