

Public notice was given to *The Register-Guard* for publication on April 13, 2007.

AGENDA

LANE TRANSIT DISTRICT BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE

April 16, 2007
3:30 p.m.

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

Public testimony will not be heard at this meeting

AGENDA

Page No.

- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) _____ Ban _____ Eyster _____
- IV. APPROVAL OF MINUTES (January 23, 2007)
- V. DRAFT GENERAL MANAGER GOALS & OBJECTIVES FOR 2007-08
- VI. EMPLOYEE CONTACT PROCEDURES
- VII. NEXT MEETING
 - A. Suggested Employee Survey
 - B. Suggested Policy on Board Member Job Shadowing
- VIII. ADJOURNMENT

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

January 23, 2007

Pursuant to notice given to *The Register-Guard* for publication on January 22, 2007, 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, January 23, 2007, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Susan Ban
Mike Eyster
Gerry Gaydos, Chair
Mary Adams, Director of Human Resources and Risk Management
Jo Sullivan, Clerk of the Board/Minutes Recorder

Absent:

Mark Pangborn, General Manager

CALL TO ORDER: Mr. Gaydos called the meeting to order at 4:10 p.m. Ms. Ban was not yet present.

APPROVAL OF MINUTES: Mr. Eyster moved, seconded by Mr. Gaydos, that the minutes of the November 14, 2006, HR Committee meeting be approved as distributed. The motion carried 2-0.

TRAINING WORK PLAN: Ms. Adams introduced LTD Training Specialist Pat Rather, who discussed the main aspects of his work plan. He reviewed highlights of his work plan as they related to the goals in the Board-adopted *Looking to the Future* plan. The major projects in his work plan included: Strategic Training and Development Plan; District-Wide Succession Program; Rewards and Incentives Program; Maintenance Technical Skills Program; Training Approval and Tracking System; and Facilities Technical Skills Program. He described a draft series of competencies that would provide the basis for training and development, rewards, and succession planning. He explained that he would be able to develop the curriculum for some aspects of in-house training, and would help develop the standards and tracking systems for others, using outside expertise for the technical aspects.

Ms. Ban arrived at 4:20 p.m.

Mr. Gaydos stated that this work was not just about building relationships, but also about honoring people for their knowledge. He said that as a Board member, he would like to know what competencies were needed for specific jobs.

Mr. Rather discussed the draft competencies, which he called the "Valued 10." He said that they all were derived from LTD's guiding principles, mission, and strategic goals. He said he would be writing a paragraph of definition for each competency, such as, "This is what we mean by respect at LTD." These "Valued 10" would apply to everyone at LTD. There also would be technical competencies, managerial competencies, and likely some LTD-specific

competencies. They also would be valuable in building a succession plan, in order to develop qualified candidates who would compete for positions, possibly with external candidates, as well.

Mr. Gaydos thought that "career ladder" seemed more descriptive than "succession plan." Ms. Adams noted that LTD was defining succession plan in a broad sense, as a program that allowed LTD to have candidates ready to qualify for positions that become open. It would not be a pre-selection of someone for the job; rather, it would mean giving interested employees a chance to develop their skills for different positions. Mr. Gaydos said that he agreed with the concept; he just wanted to be sure that employees knew what it was and that the program was accessible. Mr. Eyster agreed.

The committee mentioned some alternate terms, such as workforce development or career advancement. Mr. Rather suggested calling it an opportunity plan, since it was not a guarantee of advancement.

Mr. Gaydos said that some long-term goals might be different, such as going from bus operator to general manager. He had the sense that LTD valued its employees and wanted them to gain the skills to move forward. He did not want to make that too difficult to do.

Ms. Ban also had concerns about people believing that they were being groomed for a particular position and then not being selected. Mr. Eyster commented that those people would have a decision to make about staying or leaving, but still would be better off than if they had not had the additional training. Ms. Ban stated that the key would be that people in that position be treated with equanimity and respect.

Mr. Gaydos said he was very pleased to be doing such a positive thing. He also suggested that once the Valued 10 were defined and reviewed by the Leadership Council, they also should go to the Board. He added that the Board should evaluate itself with the same Valued 10.

DRAFT GENERAL MANAGER GOALS AND OBJECTIVES FOR 2007-08: Ms. Adams explained that Mr. Pangborn could not be present at the meeting. She handed out his draft Goals and Objectives for the Committee's review. She asked whether they were presented in a format the Committee liked, and said that they were related to LTD's strategic plan.

Regarding the goal to improve the community's understanding of its transportation needs, Ms. Ban said that when the community looked at this, it was not transit specific. Rather, LTD became a partner in key community issues, and she thought Mr. Pangborn should be evaluated on where transit was in issues such as the Region 2050 plan and sustainability, and whether LTD was being considered in these conversations.

Ms. Adams said that Mr. Pangborn asked the Committee members to consider whether they were comfortable with the mix of District goals and his personal goals. Mr. Gaydos thought that underneath the broader goals, Mr. Pangborn could have personal goals. Ms. Ban said that in order to accomplish these, Mr. Pangborn had to have a certain level of professional and personal competence. Mr. Gaydos used the Springfield-Eugene-Lane County (SEL) meetings as an example of needing to be competent at public speaking. He asked what a significant venue was, and said some personal activities should be tied into the goals.

Regarding 3(a), "Continue refining the operations of EmX Green Line," Mr. Gaydos said that Mr. Pangborn would not be doing that specifically, so what was it that he would be doing? The Board could then evaluate him on that.

Mr. Gaydos also thought that some of the external and internal goals were the Board's goals. He wanted to stress the leadership aspect, and said that part of this should be pushing the Board in the leadership piece, and defining the staff's expectations of the Board.

Ms. Adams noted that Mr. Pangborn had a significant role in adopting the budget and allowing staff to move ahead with some of the big issues. It was suggested that the third EmX line, to be "scoped" in West Eugene, be added to Mr. Pangborn's immediate priorities.

Mr. Eyster said that he was reminded recently how effective Mr. Pangborn was as a communicator. He thought that the Board should be helping him raise his profile. Ms. Ban suggested considering effective places to get that message out, such as through the Ulum Group. Mr. Gaydos suggested looking for ways to convene discussions in the community.

Ms. Adams said that she and Mr. Pangborn would work on the draft goals and objectives for the Committee's next meeting.

NEXT MEETING: Continued discussion of the general manager's goals was scheduled for the next meeting.

ADJOURNMENT: There was no further discussion, and the meeting was adjourned at 5:15 p.m.

Recording Secretary

LTD General Manager 2007 Performance Goals and Objectives
April 16, 2007

1. **One-Year Goals - 2007**
 - a. Provide leadership for the continued refinement of the operations of EmX Green Line.
 - b. Secure funding, execute a contract(s), and begin the design of the Pioneer Parkway Green Line extension.
 - c. Oversee the successful negotiation of a new ATU labor agreement.
 - d. Provide leadership in community discussions on a West Eugene corridor of EmX.
 - e. Implement the "Looking to the Future" and "Internal Communication" plans. Examples:
 - (1) Develop an organization that continually strives to improve its strengths, skills, effectiveness, and efficiency and encourages employees to grow and succeed in the workplace.
 - (2) Build and maintain an organization that ensures effective communications with employees.
 - f. Represent the District before the state legislature.
 - g. Begin to develop a long-range plan that ensures that LTD continues to evaluate and implement sustainable operational practices.
 - h. Work with school districts to secure replacement funding for the BETC funding currently being used.
2. **Manage the District's Strategic Work Plan - External**
 - a. Provide leadership for local, state and federal transportation needs.
 - (1) Improve the community's understanding of its transportation/transit needs and actively promote and market LTD's products and services.
 - (2) Make sure transit is being considered in all aspects of development planning.
 - (3) Continue to develop new and maintain current relationships within the community of metro leaders and decision makers through groups such as SEL and others.
3. **LTD Organizational Performance - Internal**
 - a. Deliver reliable public transportation services.
 - b. Provide outstanding customer service that retains and increases ridership and meets or exceeds performance standards for fixed-route service.
 - c. Develop and begin implementing innovative service that reduces dependency on the automobile and maximizes ridership.

- d. Maintain LTD's fiscal integrity.
 - (1) Ensure balanced budget and unqualified audit.
 - (2) Develop a plan to provide for funding of the CIP and the LRFP.

- e. Provide support to the Board so that they can perform the responsibilities of their job effectively and efficiently.
 - (1) Ensure constant two-way communication—no surprises.
 - (2) Provide adequate and appropriate information and staff support to the Board so that they can make informed decisions and carry out the responsibilities of their position.
 - (3) Have processes in place that can anticipate issues that the Board will face and provide a recommendation on how to address those issues.
 - (4) Provide opportunities for individual and collective Board training to develop their skills base.
 - (5) Assist the Board in the development of a Board leadership succession process.
 - (6) Meet Board's needs in providing leadership in community, through processes such as MPC, the LCOG Board and others.